

Communities

Our work in communities is powered by membership and concern for the community is embedded in our Values and Principles. These things together are what set us apart.

Our approach is shaped by our Vision of "Co-operating for a Fairer World" and brought to life by our colleagues, our members and our communities. The strength of these assets on the ground is what enabled us to flex our plans to provide emergency support in the early days of the crisis and then back to more long-term, sustainable solutions which will help build resilient communities for the future.

Insights from our [Community Wellbeing Index](#), along with listening to members, colleagues and causes, help us understand what communities need and the areas we can have the greatest impact.

Our community plan focuses on three interrelated community missions:

- Fair Access to Food
- Fair Access to Mental Wellbeing Support
- Fair Access to Education & Employment for young people

We know we can't achieve our plan alone. That's why we're partnering with others, such as community organisations, local causes, charities and academies, to create a lasting impact.

Community Wellbeing Index

The [Community Wellbeing Index](#) is an online tool that provides insight into the wellbeing of over 28,000 communities across the UK. By entering a postcode, the Index allows users to view scores across many different measures – from the quality of education, housing affordability and public transport links, to the amount of green space and the number of community centres in an area – providing a useful snapshot of the strengths and challenges facing that community.

Our members and communities helped us build the index, and we use it to understand more about our communities and inform our community strategy. We refresh our data annually to ensure that it remains a reliable indicator of the things that communities care about. This year, we summarised the findings in a [report](#) that showed the local impacts of the pandemic on communities across the UK, including increased pressure on mental wellbeing and significant hikes in unemployment, confirming the importance of community strategy focus areas.





The Index continues to be used extensively by external stakeholders, such as charities, local councils, private sector organisations and researchers. This year, we shared the Index at events at the Conservative and Labour party conferences in the autumn and wrote to all local authorities and Members of Parliament to highlight the findings of the data refresh in their local communities.

Next year, we will continue to use the Index to inform our missions: for example, helping to select locations for community fridges, mental wellbeing services and youth programmes. We will continue to share the Index and its insight with our partners and stakeholders.

Putting community at the heart of membership

When our members buy selected Co-op branded products and services, they get 2p back for every pound spent and the same goes to local communities.

The funds raised by our members are split between supporting our:

- Local Community Fund, helping thousands of grassroots community causes .
- Community Partnerships Fund, creating lasting change on big issues we care about in local communities.

Local Community Fund

The Local Community Fund enables our members to support local projects they care about. Since we launched the Fund back in 2016, we've shared over £84m to help local causes deliver 25,000 community projects across the UK.

In the latest round, nearly 4,500 local projects promoting mental wellbeing (47%), supporting access to food (13%), and providing opportunities for young people (40%) went live in October 2021 for our members to support. These causes are set to support more than 1.5m people across the UK and more than 50% of projects will support ethnic minority beneficiaries, meeting a key diversity commitment. In Spring 2021, we issued a survey among causes to understand the impact of the Covid-19 pandemic on projects being supported through the fund.

Two-thirds of causes responded (66% response rate), providing valuable insight into the challenges they were facing. As a result of these key insights, we continued to allow greater flexibility in the use of the grant to enable causes to adapt their projects in light of the pandemic.

Given the ongoing challenges facing local causes and community organisations in 2021, we again injected extra funds into our interim April payout to get the funding into communities as early as possible.



£13.5m given to over 4,500 local community projects (2020: £15m).



1 million cause selections by members for the second year running (2020: 1 million).



Community Partnerships Fund

Since the fund launched back in September 2020, our members have raised £12.9m for the fund through their community reward, with a further £116,000 from more than 34,000 members who chose to donate their personal reward.

The Community Partnerships Fund has seen us build on existing relationships and partner with other organisations to support the work we're doing across our community missions, targeting the most vulnerable communities that need the extra help the most. In 2021, the fund distributed £3.7m and committed a further £2m to support activity in 2022. You can read more about the partners we're supporting below.

We know that [Member Pioneers](#), as well as community assets, such as [Co-operate](#) and our local store and funeral home Community Donations Policy, are important to our members, playing vital roles in helping us deliver our partnerships so, in 2022, this fund will also support these assets.

Fair access to food

There has been an increased need for emergency food support throughout the pandemic, which has continued during 2021. At the depth of our financial crisis in 2009, there were 30 food banks in Britain yet, at the beginning of 2021, there were 2,100 and the number continues to grow.

We know many food charity partnerships are serving communities in need of support, but we also recognise the need to move to sustainable solutions. Community schemes such as community cafés, community fridges and allotments already focus on removing the dependency on food banks and putting power back into the hands of communities. Our mission is focused on supporting these types of initiatives to help people move up the food ladder and access food in a more sustainable way.

Our approach in 2021 has focused on:

1. Making sure that any food that is fit to eat is used well, through distribution networks and local partners.

We've long been committed to reducing the amount of food we waste and, in 2021:

- Our Foodshare programme shares surplus food with local community groups - 88% of stores now have a Foodshare partner, with 28% of our Food stores' surplus food shared with these groups.
- Through our depot distribution network, we continued to support Fareshare by distributing 2.8 million meals in 2021.
- We pledged £1m in support of Music Feeds, an online concert providing 2.5m meals.

2. Building capacity to help local communities increase resilience and have agency over their own food journeys.

We launched our Hubbub partnership in May, helping to double the size of the UK's Hubbub Community Fridge Network from 100 to 200 locations. The fridges offer far more than just food. They bring people together to build skills, improve mental wellbeing and increase their resilience. By 2023, Co-op members will have helped to grow the network to 500 community fridges.

3. Aligning with campaigns for change that help level the playing field for access to food.

We're proud to have been one of the first retailers to confirm participation in the End Child Food Poverty Taskforce convened by Marcus Rashford.

Fair Access to Mental Wellbeing

1 in 4 of us will experience a mental health problem in any given year and the pandemic is having a significant impact on the mental wellbeing of the nation. Our new research [Together Through Tough Times](#) found that 1 in 3 people don't have the tools to deal with the ups and downs of life.

As part of our Vision of "Co-operating for a Fairer World", we are partnering with Mind, SAMH (Scottish Association for Mental Wellbeing) and Inspire to bring communities together to improve mental wellbeing.

Our new research also confirms the vital role of communities in supporting mental wellbeing, with networks of people and hubs creating the conditions in which both individuals and communities can prosper. This research has informed the development of our mission activity. We aim to:

- Raise £8m for Mind, SAMH and Inspire by June 2022.
- Support a minimum of 15,000 people to improve their resilience and mental wellbeing through our partnership services with Mind, SAMH and Inspire.
- Signpost one million people to information, activity and support for mental wellbeing.
- Make a lasting difference through, for example, calling for public policy changes.

working in partnership with:



It's what we do



We are well on the way to meeting our 2022 target, in 2021 we've:



£7m¹

raised for Mind, SAMH and Inspire.



Supported 8,200

supported over 8,200 people with their resilience and mental wellbeing through our pilot services, with over 50 new services set up across the UK.



Over 900,000

people signposted to information, activity and support for mental wellbeing since 2020, for example through Co-operate, Member Pioneers and Funeralcare bereavement activity.



Used our **research insights** to call on governments to build community resilience into post pandemic policies.

In early 2022, we will launch our partnership with Cruse to mobilise communities to support the bereaved. This includes working in four vulnerable communities across the UK to help kick-start community bereavement support in areas that need it most.

We'll also be partnering on the UK's biggest mental health conversation, Time to Talk Day, in response to the findings of our new research that shows one of the ways that community supports mental wellbeing is through open conversations.

¹ Since 2019

Fair access to education and employment for young people

The economic impact of the pandemic will be felt for years to come. We want to be able to provide sustainable solutions that will make a difference to the lives of the next generation. But it's clear from our insight that we can't do this alone. Through sharing capabilities, resources and funding with partners, we can achieve more together. So our aim is that, through co-operation, we will enable young people to change their lives and play an active role in changing the world around them for the better.

Our focus is on enabling young people to:

Be heard

We listened to the voices of 5,000 young people aged 10-25 and amplified them in our [Ghosted Generation report](#). It tells the story of the impact of Covid on the lives of young people across the UK and identifies the 'Hope Deficit' in young people from diverse backgrounds, with 60% of young people feeling their generation will be permanently disadvantaged by the pandemic.

Access opportunities

In February 2021, we announced plans to create a levy share scheme: working with other employers to bring together funding to support thousands of [apprenticeships](#) for individuals from under-represented groups. To date, it has opened up over 400 new opportunities.

We've created opportunities for 150 Kickstart placements at Co-op, building a unique community element, with our Member Pioneer Co-ordinators supporting the young people to spend up to eight

hours a month working in their communities.

As we move into 2022, we will look to extend our YEF partnership into the employability space, creating solutions that will enable enabling young people to progress into change-making careers.

Make a difference

We have partnered with the [Youth Endowment Fund \(YEF\)](#), which sees us, alongside the [#iwill Fund](#), invest £5.2m into giving young people the chance to make their communities safer, fairer places to live through a [Peer Action Collective \(PAC\)](#).

Together, we'll build a ground breaking network of peer researchers who'll turn insights into young people's experience into action - from campaigning to improve local mental health services, setting up a youth centre or supporting young people into employment.

In 2021, we secured Regional Delivery partners and started to recruit Peer Researchers (aged 16-20), who will design and lead projects with young people. To date, 35% of researchers are from ethnic minority backgrounds, supporting our commitment to reflect under-represented communities.



27

academy schools in the Co-op Academies Trust (2020: 26).



Over 1,500

students benefited from our virtual Work Experience programme.



12

Co-op suppliers supported students through work experience².

Co-op Academies

The Co-op Academies Trust provides an education based on Co-operative Values and Principles for over 17,000 young people. It's their ambition to provide fairer access to education, as well as to inspire a new generation of high-achieving, ambitious, skilled and confident co-operators.

In line with our missions, we are supporting our academies to deliver:

Access to Education

Our Careers Education, Advice, Information and Guidance (CEAIG) activity goes from Primary to Secondary to Post-16. Our Virtual Work experience is delivered in partnership with our key suppliers to ensure a true one Co-op experience, and has ensured that Co-op Academy students don't miss out on work-based learning opportunities through the crisis. This has been complemented with physical work experience opportunities for SEND students.³ We've also continued to deliver the Co-op Young Business Programme at Connell College: the only programme of its kind in the UK which looks to develop employability skills and work readiness.

Access to mental wellbeing

A whole Trust approach includes action plans for each academy to ensure mental wellbeing has as high a priority as physical health, developed with the support of our charity partner, MIND.

Access to food

A community fridge at Co-op Academy Failsforth, being run by the students for the whole community to access.

As part of our commitment to the Trust, we provide governance expertise from our business, which includes 83 Co-op governors, and we are working in partnership with our academies on the development of an anti-racist curriculum. We also remain committed to developing opportunities for more students to move from a Co-op education into a Co-op apprenticeship and career.

Following our investment in growing the Trust to up to 40 academies by the end of 2022, we're proud that, by the end of 2021, Co-op Academies Trust ran 27 academy schools (2020: 26) in Greater Manchester, Yorkshire, Merseyside and Staffordshire. We will see a further two schools joining in 2022 and a new special academy in Leeds in 2022/23.⁴

Our academies continue to play a fundamental role in our ambition to *"Co-operate for a Fairer World"*, with our unique network of Co-op Co-ordinators supporting campaigns such as Fairtrade, as well as supporting our sustainability commitments by setting up uniform swaps and gardening clubs. For more information about our Co-op Academies [visit here](#).



² Kellogg's, ITV, Mitie, Keelings, Microsoft DigiGirlz, Microsoft Xbox, Proctor & Gamble, Marsh, Mondelēz, Manhattan Associates, Pilgrim's, Link Contracting.

³ Special Educational Needs and Disability.

⁴ The pandemic has caused a delay within year but the effect of this is to generate a stronger pipeline for 2022.



1,000

Member Pioneers and Member Pioneer Co-ordinators based in communities across the UK (2020: 1,000).



100,000

hours invested in UK communities in 2021 (2020: 90,000).



38,000

people a month engaged with on average by Member Pioneers (2020: 30,000).



6m

Member Pioneers have a reach of 6m through their Social Media channels.



15%

of new hires from ethnic minority backgrounds. As part of our commitment to ensuring Member Pioneers reflect their communities.

Helping Communities to Co-operate across the UK

Member Pioneers

Member Pioneers make great things happen in our communities. They are the boots on the ground, working together with Co-operate, our online community centre, other Co-op colleagues, members and local causes to make a difference and make our communities better places to work, play, live and learn.

They bring our Co-op Vision to life, connecting key contacts in their communities and bring people together to increase co-operation. Like Member Pioneer Pat Lawton, who in 2021 worked with Spennymoor Youth and Community Centre to set up a food parcel service for those in the community who were shielding or unable to access food. In the first three months over 2,500 food parcels were delivered to people locally. Or Debbie Hali who, as part of Mental Health Awareness Month, planned a Sunrise Walk to fundraise for MIND. Thirty Co-op colleagues walked from the 'dark' into the 'light', raising over £1,000.

Last year, Member Pioneer Co-ordinators delivered over 300 Live Local events across the UK, bringing our Vision to life for members, customers, colleagues and causes. Themes ranged from Fairtrade to Sustainability to complement activity such as the launch of our soft plastic recycling.

In 2022, Member Pioneers will continue to embed our Vision of "Co-operating for a Fairer World" through their local networks on the ground. For more information, or to get involved, visit communityspirit.co.uk, or to find your nearest Member Pioneer Co-ordinator, click [here](#).

Co-operate, our online community centre

Co-operate brings people together to make good things happen in communities. Anyone can use Co-operate for free. 13,500 groups and activities, and counting, are connecting with people across the UK, helping to empower more people to "Co-operate for a Fairer World". Whether they want to join a group or activity, volunteer or set up their own - it's for people who care about their community and want to join forces to get things done. It's created with communities, for communities, and funded by our members so it's truly owned by the community. Get involved at coop.co.uk/co-operate.

In 2021, we brought Co-operate closer to Co-op's community plan, creating pages sharing our partnerships, whether that be a community fridge from Hubbub, a PAC project or mental wellbeing services with Mind, SAMH and Inspire.

After funding, we know that volunteering is the second biggest challenge faced by groups⁴, so this year we launched a simple and easy to use volunteering service on Co-operate - matching groups who need support with people who want to make a difference. Over 18,000 opportunities are listed across the UK. By integrating the Local Community Fund application process with Co-operate, the community groups who apply for funding can use it to get help from the Co-op and their community in more ways than just funding. In 2022, we'll continue to support the communities we serve through digital tools and resources on Co-operate.

⁴ Co-op research conducted in 2019 around societal barriers that prevent people making things happen in local communities.

Colleague support for communities

We encourage all colleagues to play an active role in the community, whether volunteering through Co-operate, running or participating in community projects, or taking part in social action.

In 2021, colleagues supported their communities in a variety of ways, from volunteering with local charities, organising fundraising events or serving as trustees or governors, to supporting causes participating in the Local Community Fund. For more examples of our activity, see our Colleague Stories page [here](#).



The Co-op Foundation

The Co-op Foundation is our charity. It helps people challenge inequality and co-operate for change so they can share a fairer future. In 2021, the Foundation formalised its commitment to be a [flexible grantmaker](#) and delivered on this pledge by awarding an emergency, unrestricted £250,000 grant to Refugee Action to lead the Co-op's response to the Afghan refugee crisis. It partnered with the Co-op again in November with the launch of the £3m Carbon Innovation Fund. This is funded, in part, through Co-op donations raised from the sale of compostable carrier bags in the UK.



The Foundation continued to tackle the stigma of youth loneliness by inviting young people to share their stories of loneliness on its [Lonely Not Alone website](#).

This campaign built on its own research that found a [25% rise](#) in chronic youth loneliness in 2021.

In 2021, The Co-op Foundation:



Awarded £296,000 from its Space to Connect partnership with DCMS⁵ to help communities tackle loneliness and build spaces for people to connect and co-operate.



Committed to more than £366,000 of flexible, emergency grants to Foundation partners to help them overcome the effects of Covid.



3.1m young people have now seen the Lonely Not Alone campaign.

2022 targets

In 2022 more than £20m will be raised to support local communities through members choosing Co-op.

By the end of 2022, we will:

- signpost over a million people to mental wellbeing support including information, services and community activity.
- support 15,000 people to improve their resilience and mental wellbeing through our charity partnership services.

By the end of 2022, we will have identified 350 Community Fridge locations and piloted a Community Food Hub, with a total of 25 more Community Food hubs identified.

By the end of 2022, we will have enabled 6,400 young people to develop skills which improve their own futures and make a difference to their communities, as well as having enabled 3,500 diverse young people to access work experience or employment opportunities at the Co-op, Co-op Academies and through our partners.

By the end of 2022, the Co-op Academies Trust will have developed a pipeline to increase the number of academies to 40.

By the end of 2022, through Co-operate, we will have encouraged 10,000 people to connect to opportunities to support their local community.

In 2022 we will invest 113,000 hours for Member Pioneers to engage with people to support the delivery of our Co-op missions and increase co-operation in our communities.

⁵ Department for Digital, Culture, Media & Sport

Communities data



Target Achieved



On Track



Close to Target



Behind Schedule



Target not Achieved





Restatement





In-depth assurance

Key Performance data icons







Issue	2021 Target	Performance against target	KPIs	2018	2019	2020	2021	2022 Target	SDGs		
Community Investment			Total investment in UK and international communities (£m)	31.7	35.0	47.4	41.2 A				
			Overall investment in UK and International communities reduced after the peak driven by emergency Coronavirus response in 2020 but remained significantly higher than pre-pandemic levels.								
			Total investment in UK communities (£m) Cash + Colleague Time + Gifts in Kind + Leverage	28.8	32	44.6	37.6				
			Total UK community investment (£m) Cash	14	15.9	22.1	20 A				
			Investment in local causes through the Local Community Fund and national partnerships in support of our community missions through the newly established Community Partnerships Fund ensured that UK Cash community investment remained significantly higher than pre-pandemic levels.								
			Total UK community investment (£m) Colleague Time	2.2	4.3	6.1	7.1 A				
			The continued work of our national network of Member Pioneers and increases in community hours by Food & Funeralcare colleagues resulted in a 15% increase in community investment through colleague time.								
			Total UK community investment (£m) Gifts in Kind	0.5	0.7	6.1	1.3 A				
			Total reduced from the peak driven by 2020 stock and airtime donations in support of FareShare but still significantly higher than pre-pandemic levels.								
			Total UK Leverage (donations by members, customers, partners and suppliers)	12.1	11.1	10.2	9.2 A				
			Fundraising for Mind, SAMH & Inspire, as well as funding leveraged through community partnerships and by the Co-op Foundation was offset by a reduction in funds raised through the Carrier Bag Levy as compostable bags are rolled out across our Food estate.								
	We will generate at least £24m of funding for our Local Community Fund (LCF) and Community Partnerships Fund in 2021 to underpin our Vision of "Co-operating for a Fairer World" and the delivery of our community missions to support fairer access to food, mental wellbeing services and opportunities for young people.	 Over £23.5m was raised by customers and members for our Local Community Fund and Community Partnerships Fund in 2021, placing us at 98% of target.	£ given back through LCF (member contribution + carrier bag levy) (£m)	19	17.3	15	13.5	In 2022 more than £20m will be raised to support local communities through members choosing Co-op.			
			Reduction in size of overall LCF payout continues to be driven by the reduction of funds received through the Carrier Bag Levy as compostable bags are rolled out across our food estate.								
			£ raised for Community Partnerships Fund (£m)	-	-	2.8	10.1				
			In its first full year of operation, over £10m of community funding was generated through our Community Partnerships Fund.								
			£ raised through Carrier Bag Levy (£m)	7.2	5.6	3.9	2.8				

The total £ raised through carrier bag levy is included within the figure reported for Total UK leverage


Communities data continued

Issue	2021 Target	Performance against target	KPIs	2018	2019	2020	2021	2022 Target	SDGs
Local Community Fund			Number of causes supported by LCF	4,400	4,495	4,558	4,561		
			Payouts were made to 4,561 projects through the Local Community Fund in 2021, with a further 4,482 projects aligned with our community missions joining the latest round of funding in October.						
			Number of Cause selections made	670,000	709,000	1,072,747	1,007,800		
			More than one million cause selections were made by Co-op members for the second year in succession.						
			Projects supporting Fairer Access to Food welcomed into the LCF	-	-	-	569		
			Projects supporting Fairer Access to Mental Wellbeing Support welcomed into LCF	-	-	-	2,122		
			Projects supporting Fairer Access to Education and Employment for Young People welcomed into the LCF	-	-	-	1,791		
Member Pioneers	In 2021 we will invest 113,000 hours for Member Pioneers to engage with people to underpin delivery of our Co-op Vision, support the delivery of our Co-op missions as well as increase co-operation in our communities.	 Over 110k hours were invested directly in communities through out Member Pioneer Programme in 2021. This indicator performed fractionally lower than target.	Number of member pioneers	300	600	1,000	1,000	In 2022 we will invest 113,000 hours for Member Pioneers to engage with people to support the delivery of our Co-op missions and increase co-operation in our communities.	
			Hours invested in communities by Member Pioneers	-	-	89,927	110,811		
			Over 110k Member Pioneer hours were invested directly in supporting communities during 2021.						

Communities data continued

Issue	2021 Target	Performance against target	KPIs	2018	2019	2020	2021	2022 Target	SDGs
Co-operate Platform	We will encourage 300,000 people to engage with their local community through our Co-operate platform by the end of 2021.	 In 2021 247,908 people used our platform to engage with their local communities.	Number of people engaging with local activities through Co-operate Platform	-	-	-	247,908	By the end of 2022, through Co-operate, we will have encouraged 10,000 people to connect to opportunities to support their local community.	
			Number of Visits to Platform	-	-	183,000	704,953		
			Activity focused on increasing awareness of local groups and activities that benefit the community and signposting ways to support drove a significant increase in visits.						
Co-op Foundation			£ awarded since 2016 (£m) through Belong Programme	6.2	6.5	6.5	7.1		
			Number of young people engaged in Belong projects since 2016	2,631	18,734	26,783	31,619		
Colleagues involved in community activity during work time			No. colleagues involved in community activity	7,129	10,106	11,472	6,622 		
			Whilst the number of colleagues involved in community activity in work time reduced, overall hours invested continued to grow with a smaller number of colleagues delivering a higher number of hours in support of their communities.						
			No. days (hrs)	16,348 (122,613)	31,297 (234,724)	43,236 (324,270)	47,518 (356,390)		
			Value of colleague time (£m)	2.2	4.3	6.1	7.1 		
Access to Wellbeing	By end of 2022, we will signpost over a million people to mental wellbeing support including information, services and community activity By end of 2022 we will support 10,000 people to improve their resilience and mental wellbeing through our charity partnership services.	 400,000 people signposted in 2021 to support target for 2022. 8,228 people supported in 2021 to support the target for 2022.	Number of people signposted to sources of mental wellbeing support, including information, services and community activity	-	-	-	400,000	By end of 2022 we will signpost over a million people to mental wellbeing support including information, services and community activity. By end of 2022 we will support 15,000 people to improve their resilience and mental wellbeing through our charity partnership services.	
			Number of people supported by campaigning work	-	-	-	8,228		
			£ raised in support of access to mental wellbeing support Mission (total since start) (£)	-	500,000	3m	7m		

Communities data continued

Issue	2021 Target	Performance against target	KPIs	2018	2019	2020	2021	2022 Target	SDGs
Access to Food	We will provide a network of 100 community fridges in places of most need in 2021 that will support 187,500 people with 5m meals annually by end of 2022.	<p>R We identified the location for 100 community fridges in 2021 which will be launched through the course of 2022. Working with the Food Ethics Council and research from University of York, we have learnt that number of meals produced is a factor that is impacted by external variables out of our control. Bearing this in mind, in addition to our sustainability commitments to reduce surplus food production, we have revised our target to ensure that the Community element of the mission focuses on capacity building.</p>	Number of community fridge locations identified	-	-	-	100	By end of 2022 we will have identified 350 Community Fridge locations and piloted a Community Food Hub, with a total of 25 more Community Food hubs identified.	

Communities data continued

Issue	2021 Target	Performance against target	KPIs	2018	2019	2020	2021	2022 Target	SDGs
Access to education and employment for young people	We will increase the number of Academies in the Co-op Academies Trust (CAT) to at least 40 by the end of the academic year 2021-22. To ensure our Academies are governed in line with co-operative Values and Principles, we will provide a current or former colleague as Chair of Governors and an additional 1 - 4 Co-op Governors per Academy, depending on the needs of the Academy.	<div>R</div> <div>27 Academies currently. The pandemic has caused a delay within year but the effect of this is to generate a stronger pipeline for 2022. The delivery of that pipeline is driven by CAT with academies being regarded as committed in advance of them formally opening. Achieved.</div>	Number of Academies	18	24	26	27	By the end of 2022, the Co-op Academies Trust will have developed a pipeline to increase the number of academies to 40.	<div>4</div> <div>QUALITY EDUCATION</div>
			Number of governors	50	74	80	83		
			Contribution to Co-op Academies (£)	0.6m	1.5m	4.6m	1.1m		
			Investment in the Co-op Academies Trust returned to pre-pandemic levels following the peak driven by investments in meal vouchers and the provision of laptops for pupils studying from home in 2020.						
	[On track for 2022] By 2022 our Youth Mission will enable young people to be heard, make a difference and access opportunities. Delivered through: <ul style="list-style-type: none">A Changemakers initiative, giving 6,400 young people the platform, skills and support to be heard and make a difference on the issues that matter to them.Supporting 150 young people (16-25) from disadvantaged communities to access work through the Kickstart scheme. We will also offer at least 50% of those meaningful employment after their Kickstart scheme has finished (after 6 months). See here for our apprenticeship target	<div>E</div> <div>126 Peer Researchers are now in place as part of the Peer Action Collective (changemakers).</div>	Number of young people participating in change maker initiative	-	-	126	By the end of 2022, we will have enabled 6,400 young people to develop skills which improve their own futures and make a difference to their communities, as well as having enabled 3,500 diverse young people to access work experience or employment opportunities at the Co-op, Co-op Academies and through our partners.	<div>4</div> <div>QUALITY EDUCATION</div> <div>8</div> <div>DECENT WORK AND ECONOMIC GROWTH</div> <div>10</div> <div>REDUCED INEQUALITIES</div>	
			<div>L</div> <div>37 Kickstart colleagues taken on in 2022 with target of additional cohort joining in March 2022 (likely to be >50). Overall challenges on attraction to roles with low number of referrals and high rates of no-shows for interview. Final recruitment drive in Q1 2022 and some brilliant success stories on the programme despite not achieving targets.</div>	Number of young people (16-25) accessing work through the Kickstart scheme					37
				63% of those completing offered a role with Co-op. 47% accepting.	% of which offered meaningful employment after their Kickstart scheme has finished				