



**COMMUNITY SPORTS TRUST**

**STRATEGIC PLAN 2019 - 2022**

# CONTENTS

Background / Introduction	Pages 3&4
Purposes	Page 4
Our Vision, Mission and Values	Page 4
The Plan's Intended Impact	Pages 4&5
What We Currently Provide for Our Community	Pages 5&6
Enhancing our Current Offer 2019-2022	Pages 6&7
Resourcing the Plan's Delivery	Pages 7&8
Evaluating Progress and Success	Page 8

## BACKGROUND / INTRODUCTION

The community project at Carlisle United began in February 1990. It was part of the Professional Footballers Association's (PFA) National 'Football in the Community' initiative, the aim of which was to increase the involvement of clubs in their local communities. The idea was to use the power and draw of the professional game to make a positive difference to the lives of local people, young and old, through the provision for them of activities and services.

Both locally here in Cumbria and nationally the scheme proved popular and successful. In order to better secure and attract additional funding the Football League took over responsibility for the programme in 2007. This change led to the requirement that participating clubs make their community operations registered charities. As a result, the Carlisle United FC Community Sports Trust was established in October 2008.



For most of the period since the Trust came into being it operated with just two or three trustees. During 2015 the decision was taken to help to build on our success by incrementally recruiting more trustees with a wide range of expertise. We now have nine trustees leading on governance, education, HR and equality, safeguarding, data protection, health and safety, finance, media and marketing.

With a much stronger board of trustees we decided towards the end of 2017 to grow the Trust's operation on as many fronts as possible consistent with avoiding overreaching and preserving the quality of our delivery. We quickly recognised that the then current three year strategic and business plans were no longer fit for our purposes and decided to work up new plans to cover

the period 2019 - 2022. (To cover 2018 we drew up a simple plan setting out our main priorities for the year.)

To help in the development of our new strategic plan we have held joint staff and trustees meetings and trustees 'away days'. We are all fully committed to building significantly on the current offer to our community which is the thrust of this plan.

## PURPOSES

The Trust's overall purposes are set out in its Memorandum of Association. Albeit using a bit of poetic licence to remove the legalese, these can be summarised as:

- Providing largely sport and community-related activities, experiences and services with the aim of improving lives of participants,
- within that provision, ensuring there is a focus on health, well-being, disadvantage and social welfare,
- contributing to the educational advancement of children and young people,
- developing and maintaining sustainable relationships with partners.

## OUR VISION, MISSION AND VALUES

### Vision

*Inspire people to participate, develop and achieve their goals through the power of sport.*

### Mission

*To deliver an innovative and attractive range of activities to educate, inspire and improve the health and wellbeing of people in the local and wider community.*

### Our Values

- Deliver **quality** and **professional** activity.
- Take **pride** in our people and our work.
- **Inspire change** and **fulfil potential**.
- **Respect** individuals and celebrate **diversity**.
- Value, and are valued by, our **community**.

## THE PLAN'S INTENDED IMPACT

Through the implementation of the plan we intend to:

- Increase year on year the total levels of participants.
- Make provision in significantly more secondary schools and the university.

- Become active in geographical areas where we are not involved at present.
- Expand the range of the activities, services and experiences we provide.
- Further our work with girls/women, over 60s and the disadvantaged.
- Provide for a greater number of disability groupings.
- Grow our emphasis on improving individuals' physical and mental health and addressing the issue of social isolation.
- Enhance further the quality of our delivery.

## WHAT WE CURRENTLY PROVIDE FOR OUR COMMUNITY

Below is a summary of the activities and services which the Trust provides at present.

**National Citizen Service (NCS)** - *This programme gives secondary pupils 15-17 years old the chance to explore, be inspired and find their passion. It involves 4 phases;*

*Phase 1— Away residential 5 days away from home at an outward-bound adventure complex.*

*Phase 2—Home residential 5 days living independently learning life skills.*

*Phase 3—Social action project designed to make a difference in the community based on an issue students feel passionate about.*

*Phase 4—Celebration evening for the whole cohort of NCS students.*

**University South Wales (USW)** - *This course provides an opportunity to gain industry-recognised coaching awards whilst being attached to a professional football club.*



**Football Development Scholarship** - *This offers young people aged 16-19 to study towards a BTEC Level 3 extended diploma in sport, whilst representing the professional football club in the EFL 11 a side league.*

**Premier Stars** - *Uses the appeal of professional football clubs through sport, having fun and National Curriculum linked education programmes to help primary school pupils to learn, be active and develop important life skills.*

**Premier Girls** - *Is designed to help young girls of all abilities to get involved at whatever level they are comfortable with.*

**National Curriculum Coaching (N.C.C.)** - *The Trust aims to provide a high-quality PE programme for children in schools, building character and embedding values such as fairness and respect in the process.*

**After School Clubs** - *The sessions run for an hour after school and can be accessed by both boys and girls of any ability.*

**Lunchtime Clubs** - *Provide the ideal opportunity for children of all abilities to develop skills, engage in physical activity and make new friends whilst having fun.*

**Soccer Schools** - *Run during holiday time throughout Cumbria for boys/girls aged between 5-13 years old with the emphasis on fun and to promote healthy active lives.*

**Mental Health** - *We provide weekly sessions for male/female participants referred from NHS Carleton Clinic.*

**Disability** - *Working with disabled kids once weekly at the Youth Zone we aim to get as many kids as possible involved offering a programme to suit all participants' needs.*

**EFL Kids Cup** - *Comprises a six a side competition for u11 school children culminating in three finals across the EFL play off weekend in May.*

**Girls Cup** - *Comprises a six a side competition for u13 girls that culminates in a grand final prior to the Checkatrade Trophy Final at Wembley Stadium.*

**Walking Football** - *We provide twice weekly sessions aimed at the over 50's. Walking football is designed to keep people active as well as enhance their social lives.*

## **ENHANCING OUR OFFER 2019 - 2022**

There are many potential ways in which we can achieve the impact we wish to have and the growth we wish to see. We operate in a fairly complex environment and there will inevitably be a degree of randomness in when opportunities arise or are ripe for being created. Trying to be very explicit and definitive as to the nature of new or extended programmes/projects and their timing would not be productive.

The possibilities we want to pursue regarding expanding the activities and services we provide over the next 3 years to deliver our intended outcomes include:

- Establishing fitness and running clubs for e.g. women, over 60s, CUFC fans.

- Running 5 a side football sessions for girls and women.
- Developing a project involving work with armed forces' veterans.
- Undertaking work in care homes.
- Providing lunch clubs for the elderly.
- Developing and marketing to secondary schools programmes for students to combat disaffection and poor attendance as well as raising aspirations and broadening horizons.
- Extending our work relating to gymnastics and dance.
- Working with the local children's hospice.
- Increasing the number of secondary schools from which we source National Citizens Service students.
- Increasing the number of students benefiting from our education provision (e.g. BTEC and degree courses).
- Providing football and other sports sessions for the homeless.
- Continuing to improve and develop our current projects and activities.



## RESOURCING THE PLAN'S DELIVERY

To achieve the impact we are intending to make through the plan will require additional staff and finances. We see the extra funding needed coming largely from a mix of:-

- Project specific grants.
- Our reserves.
- Sponsorship from the local business community.

We will also need to up our investment in the development of staff ensuring that the Trust can continue to enhance the quality of what is offered and delivered. For us to grow in the way we want to will require us to further the work we have already begun to build a stronger profile of the Trust within the local community e.g. improving our website and social media output. The effective marketing of our existing, and particularly our new, services/activities will also be key to the success of the plan's implementation. Working to deliver with new partners will be crucial too. The limitations of the facilities at Brunton Park tend to hamper to some extent the development we would like so finding ways over overcoming this will equally need to be given priority.

## EVALUATING PROGRESS AND SUCCESS

It is very important to regularly evaluate and review how the implementation of the plan is going. The intention is that the Board of Trustees will receive a report from the Community Manager at every other meeting setting out how things are progressing.

We will use a range of statistical and qualitative data to measure our level of success. This will include feedback from participants on their experience of our activities and services.

We intend to continue to celebrate the success of our projects and activities at our annual awards event and more generally to further develop our profile within the area.

