



COMMUNITY TRUST

At the Heart of Our Community



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CAMBRIDGE UNITED COMMUNITY TRUST'S STRATEGIC PLAN: 2021-2024

Foreword



It is our great privilege to welcome you to: *'At the Heart of Our Community'*, our strategy document for the next 3 years. We want to be at the heart of a stronger, healthier and more equal community and this document represents our 'Gameplan' for doing precisely that.

We began thinking about our new strategy back in 2019. However, speaking to participants, stakeholders, partners and funders about what they wanted to see in our latest strategy took a back seat in March 2020 as the coronavirus pandemic struck. In that time, though we might not have been able to run our normal programmes as we usually would: we were determined to be there for our community and help those most in need.

We are incredibly proud of what we were able to achieve through that period and the support we were able to offer. We saw the way that people came together to support one another and also the important role that sport and football clubs played in the community fightback to Covid-19. That ethos has shaped, and runs through, everything that you will read about in this Gameplan.

We pride ourselves on understanding the needs of the community and listening to individuals and the groups with which we engage in order to continuously refine and adapt our offer. We know deeply about the challenges faced by individuals and communities and it is vitally important we acknowledge these, including the ways that the coronavirus pandemic has the potential to exacerbate the issues faced. Pages 12-19 of this strategy highlight in more detail the theory of how we will tackle the social, health and educational challenges and create tangible, measurable change in each of our focus areas.

The foundations of this are a solid, secure and sustainable infrastructure and a commitment to continually improve our systems and structures. We also appreciate that we cannot work alone and are grateful to our key partners who can enable, accommodate and enhance the services we offer.

The Community Trust has recently celebrated its tenth anniversary, but, of course, Cambridge United has been the beating heart of its community for significantly longer. We continue to be united in our endeavour to see this community flourish and we hope you are inspired by the vision we've set out.



Sam Gomarsall
COMMUNITY TRUST MANAGER



Graham Daniels
CHAIR OF TRUSTEES

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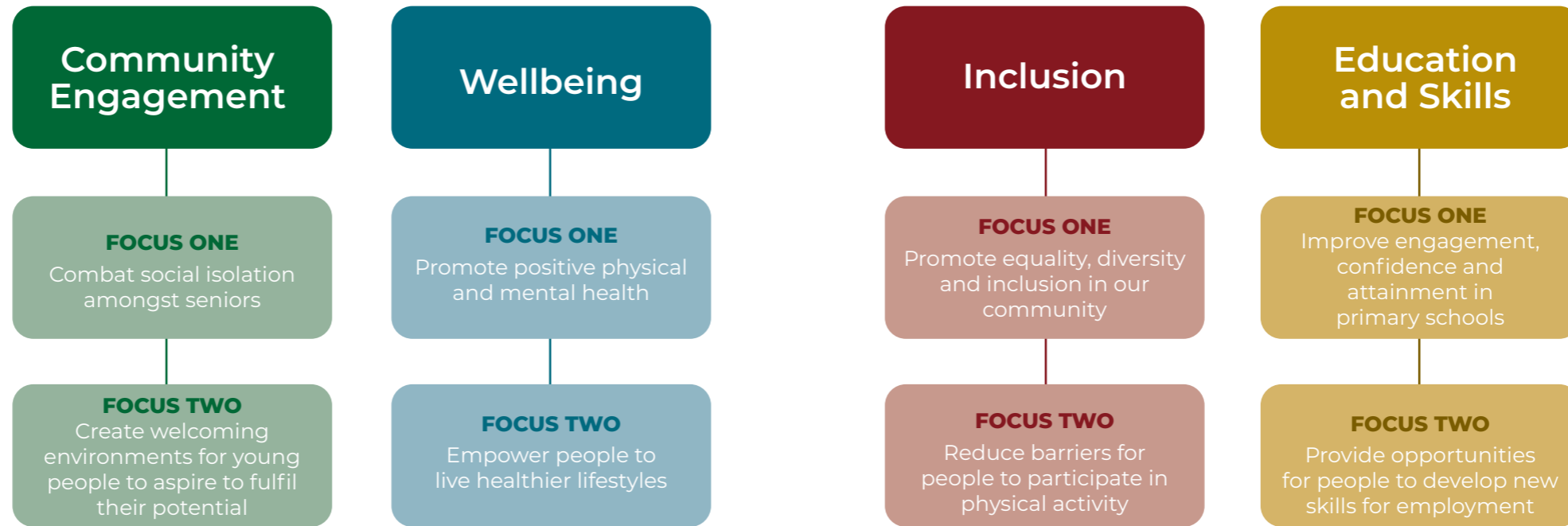
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A STRATEGIC OVERVIEW



OUR FOCUSES



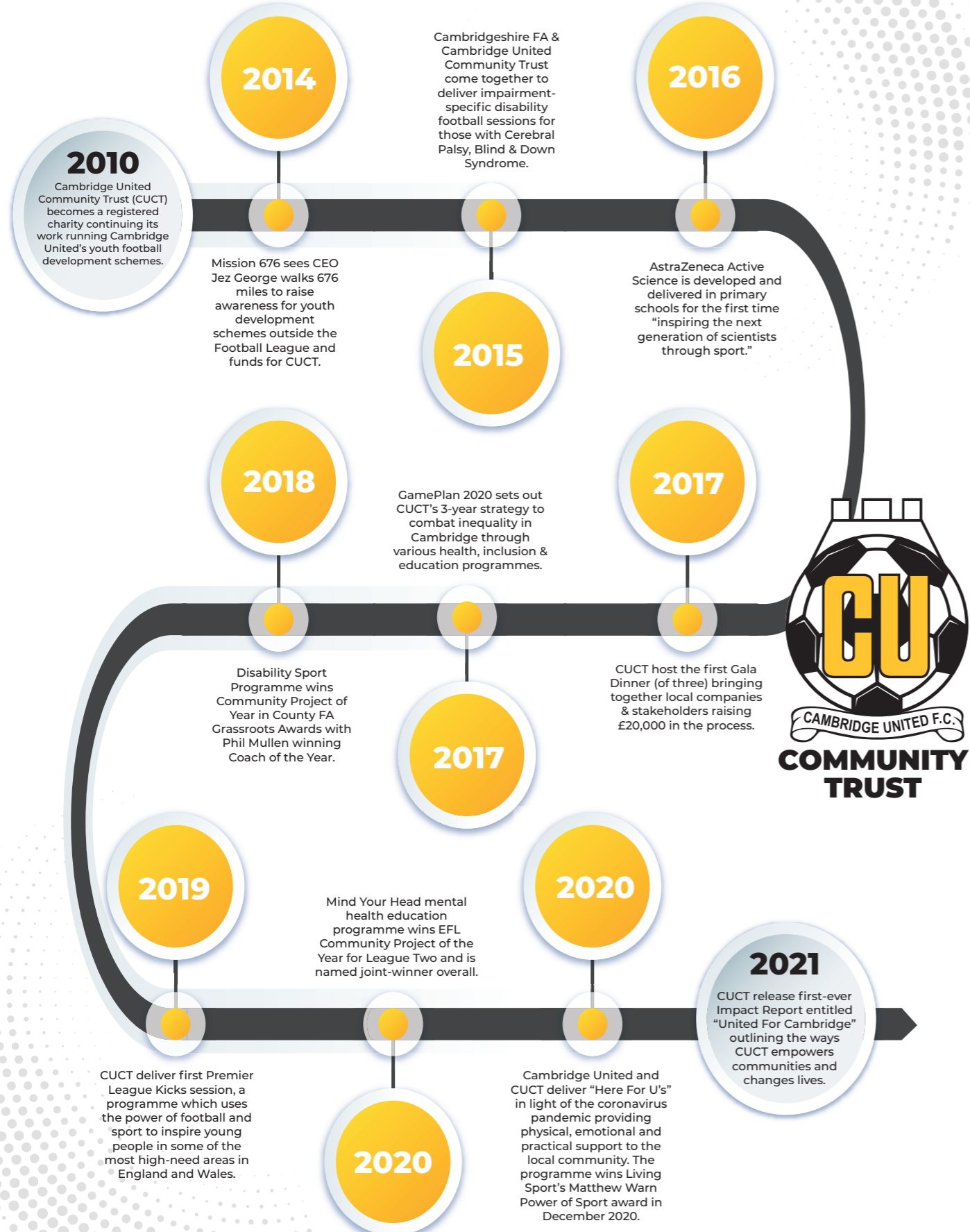
OUR FOUNDATIONS



OUR VALUES



OUR HISTORY



UNDERSTANDING THE CHALLENGES

#1 Cambridge was recognised as the **UK's most unequal city** in **2018 & 2019**

3 LSOAs (areas of c.650 households) in Cambridge are in the **20% most deprived** in the country

20% Majority of Abbey Ward (and Cherry Hinton) are in bottom 20% nationally for areas at risk of **loneliness** in over 64s

9.3 years difference in **life expectancy** for males (8 years for females) between the most and least deprived wards of Cambridge

1/4 of people within Cambridgeshire & Peterborough are 'inactive' (doing **less than 30 minutes** exercise a week)⁶

21% of adults experienced some form of **depression** during lockdown in early 2021, more than double the levels pre-pandemic (10%)

2.5 Disabled adults in Cambridge are 2.5 times as likely to be physically inactive as non-disabled adults (35% vs. 14%)

8% Fall in number of 16-25 year-olds in employment **since the beginning of COVID**

VISION AND MISSION



Vision

To be at the heart of a healthier, stronger and more **equal community.**

Mission

To use the power of sport to empower our community and **change lives.**

OUR VALUES

All of our work will be driven by belief in the importance of the following set of values, shared with **Cambridge United Football Club.**

We are:

1 Respectful

We instil the development of respect throughout the football club and our players & staff are important role models in this.

2 Responsible

We inspire people to take responsibility for their lives by allowing them to develop characteristics vital for their personal development.

3 Resilient

We embed resilience at the heart of everything we do, empowering people to be able to face adversity.

4 Caring

We put the needs of the participants at the heart of every engagement our staff have.

5 Collaborative

We are proactive in working with one another, partners and stakeholders to put the cause first.

6 Transformative

We believe in the power of their work to transform lives and communities.

OUR FOUNDATIONS



Impact

We will be committed to monitoring and evaluating the impact of all our programmes with clear strategic models.

Our commitments:

- We will create, adopt and maintain an aspirational Theory Of Change for each of our four areas of work
- Every programme will have robust measurement of its outputs and impacts
- Our wider social impact will be assessed on a regular basis, with further specific impact evaluation taking place for selected programmes
- We will always consider the projected impacts and their alignment to our cause before beginning new workstreams

Governance

We will be a robust organisation which is fit for purpose, transparent and accountable. We will embed a culture of continuous improvement through clear systems, policies and an effective and diverse board.

Our commitments:

- We will be fully compliant with respect to EFLT's Capability Code of Practice and other regulatory & statutory guidance and legislation
- Appropriate governance and leadership structures will be in place with succession and personal development plans created for each member of staff
- We will be overseen by a diverse Board of Trustees whose skills are assessed annually to ensure that they meet the needs of the Trust and that they represent and understand the community we serve



Finance

We will be a sustainable charity by utilising financial controls and processes, creating diverse forms of income and managing risks effectively.

Our commitments:

- We will make proactive approaches to diversify our funding sources which are informed by our strategic aims
- Our Reserves will be effectively managed with a commitment over the course of this strategy to increasing them in line with any staffing increases
- Maintain and develop corporate partners who can help us achieve our aims working with Cambridge United FC to create and maintain clear, strategic CSR and ESG opportunities for companies

Safeguarding

We will create a safe environment for all, proactively ensuring the safety & wellbeing of all involved in our programmes.

Our commitments:

- We will work with Cambridge United FC to continually monitor all policies and processes we have in place to protect staff, volunteers & all involved, mitigating risks where appropriate
- We will engage all staff in regular training and reflection on best practice to ensure that safeguarding is proactively embedded as "everyone's responsibility"
- In line with Cambridge United FC's Mental Health Charter, we will promote and embed positive mental fitness across all our programmes, to all our participants and within our staff team

Community-led

We will be, at our heart, led by our participant views and community voices.

Our commitments:

- We will set up three participant steering groups (Youth, Seniors & Disability) to ensure our organisation is led by the views of the community and the people we serve
- Using our platform, we will boldly talk about societal issues & challenges that our participants face & care about
- We will grow our strategic partnerships at all levels to understand and evidence local need and where we can make the most difference

OUR FOCUSES

COMMUNITY ENGAGEMENT

Building community cohesion through sustainable projects

Focus areas

- Combat social isolation amongst seniors
- Create safer environments for young people to aspire to fulfil their potential



Challenge

- Social isolation exists within our community, with high prevalence amongst seniors.
- There is a lack of provision for young people after school and during school holidays, which can lead to anti-social behaviour.

Expected results

- Participants engage in programmes and increase their physical activity
- Participants create new, informal community networks
- Increased interaction and engagement between different members of the community

Target outcomes

- Reduced isolation
- Improved mental wellbeing
- Increased interaction and engagement between different members of the community



Actions

- **Provide community programmes** that are safe, accessible and inclusive
- **Create social opportunities**, routine and friendly support networks
- **Bring people together** from across our diverse community
- **Include physical activity** as either the hook or additional element within programmes

Wider outcomes

- Increased social integration and cohesion
- Increased community engagement
- Reduced anti-social behaviour
- Enhanced self-esteem, ambition and social skills

IN 2021-22, THIS MEANS DELIVERING...

Programmes / Activities

- "Forever United" Seniors Events
- Premier League Kicks
- Fit & Fed Holiday Sessions
- Community engagement through all other programmes
- Summer holiday camps



Our Impact

A **stronger community** with increased community cohesion and reduced levels of social isolation



OUR FOCUSES

WELLBEING

Supporting good mental health and healthy lifestyles

Focus areas

- Promote positive physical and mental health
- Empower people to live healthier lifestyles



Challenge

- Physical activity levels, general health and life expectancy rates are unequal across Cambridge.
- Mental wellbeing has been severely impacted by the effects of the pandemic, including levels of anxiety and depression.



Expected results

- Participants receive specialist support to aid their physical and mental wellbeing
- Support is being given to those who need it, and may not have had prior access
- Increased understanding around mental wellbeing
- Cohesion and collaboration with city partners to provide the best support

DEVELOPING AND STIMULATING

Target outcomes

- Increased physical activity
- Increased mental wellbeing
- Reduced levels of anxiety and depression

RESULTING IN

Actions

- Run accessible and inclusive sessions that contribute to improved physical and mental wellbeing
- Increase awareness of the importance of mental health
- Work with charities and partners for signposting, social prescription and promotion

LEADING TOWARDS

Wider outcomes

- Wider health benefits arising from increased physical and mental wellbeing
- Reduction in wellbeing in equality within Cambridge

IN 2021-22, THIS MEANS DELIVERING...

Programmes / Activities

- Obesity Management Interventions
- Community Running/Walking Groups/Bootcamps
- Mental Health Football Sessions
- Mind Your Head Programme
- 'Teammates' Mentoring Scheme
- Campaign work with partners
- Assemblies and workshops in schools
- Dementia café

TO ACHIEVE

Our Impact

A **healthier community** with improved physical and mental wellbeing



OUR FOCUSES

INCLUSION

Opportunities to play sport for everyone

Focus areas

- Promote equality, diversity & inclusion in our community
- Reduce barriers for people to participate in physical activity



Challenge

- Many people experience barriers to participate in physical activity.
- Active and passive discrimination still exists in society and in football.

Expected results

- Target groups engage in the programmes and sustain their physical activity
- Physical activity embedded within SEMH schools
- Heightened awareness of equality, diversity and inclusion

Target outcomes

- Increased physical activity
- Improved mental wellbeing
- Increased confidence
- Reduced isolation



RESULTING IN

Actions

- Focus on supporting senior citizens, vulnerable groups and people with disabilities
- Create local community using the shared interest of football
- Take positive action to promote equality, diversity and inclusion through working with the club, running associated campaigns and school programmes

Wider outcomes

- Participants empowered to access other opportunities (increased community engagement)
- Wider health benefits arising from increased physical and mental wellbeing
- A more cohesive community

TO ACHIEVE

IN 2021-22, THIS MEANS DELIVERING...

Programmes / Activities

- Seniors' Football
- Weekly Disability Football Sessions
- Disability Football Teams
- Inclusion Assemblies
- Talent ID days/reviews

Our Impact

A **more equal community** where more people have access to physical activity and gain from its wider benefits



OUR FOCUSES

EDUCATION & SKILLS

Inspiring, empowering and increasing aspirations for young people

Focus areas

- Improve engagement, confidence and attainment in primary schools
- Provide opportunities for people to develop new skills for employment



Challenge

- There is educational inequality across Cambridge causing differences in engagement, confidence and attainment.
- This creates a skills gap causing barriers for future employment.

Expected results

- Participants engage with and enjoy the programmes
- Children have increased understanding of their own future
- Participants are inspired and empowered to achieve their potential
- Children learn variety of hard and soft skills

DEVELOPING AND STIMULATING

Target outcomes

- Increased physical activity
- Increased levels of confidence and emotional intelligence
- Development of soft skills and social values

RESULTING IN

Actions

- Embed future employment skills into school programmes for 10+ year-olds
- Use sport to heighten engagement across multiple curricular subjects
- Harness sport as a vehicle to develop social values
- Provide opportunities for young people through foundation degrees and coaching qualifications

LEADING TOWARDS

Wider outcomes

- Increased educational attainment
- Increased aspiration around future opportunities
- Progression into full-time employment

TO ACHIEVE

IN 2021-22, THIS MEANS DELIVERING...

Programmes / Activities

- AstraZeneca Active Science
- Marshall Centre Aspirations Programme
- Premier League Primary Stars
- School Sport Programme
- USW Degree Programme

Our Impact

A **more equal community** with reduction in the attainment gap, improved aspiration levels and increased life prospects



STRATEGIC LOGIC MODEL



Context:
local and national

CUCT Actions

CUCT Programmes

Strategic Inputs (21/22)

- £400,000+ Investment ■ 17.5 FTE Staff
- 20+ Volunteers ■ 25+ projects at 20+ venues

Expected Results

We anticipate this direct impact

Targeted Outcomes

We will target these social outcomes

Wider Outcomes

We wish to influence these long-term goals

COMMUNITY ENGAGEMENT

- Cambridge was recognised as the UK's most unequal city 2018 & 2019.¹
- 2 LSOA's (areas of c.650 households) in Abbey and 1 in King's Hedges are in the 20% most deprived in the country.²
- Majority of Abbey Ward (and Cherry Hinton) are in bottom 20% nationally for areas at risk of loneliness in over 64s.³

- Provide community programmes that are safe, accessible and inclusive
- Create social opportunities, routine and friendly support networks
- Bring people together from across our diverse community

- 'Fit & Fed' holiday sessions
- 'Forever United' seniors events
- Premier League Kicks
- Summer holiday camps
- Community engagement throughout all of our programmes

- Participants engage in programmes and increase their physical activity
- Participants create new, informal community networks
- Increased interaction and engagement between different members of the community

- Reduced levels of isolation, particularly amongst older participants
- Increased sense of belonging within the community
- Improved mental wellbeing
- Increased physical activity

- **A Stronger Community**
- Increased social integration and community cohesion
- Increased community engagement
- Reduced anti-social behaviour
- Enhanced self-esteem, ambition and social skills
- Reduction in long-term levels of isolation and loneliness

WELLBEING

- There is a 9.3 year difference in male life expectancy (8.0 year difference in females) between the most and least deprived wards of Cambridge.⁴
- Some 21% of adults experienced some form of depression during lockdown in early 2021, more than double the levels pre-pandemic (10%).⁵

- Run accessible and inclusive sessions that contribute to improved physical and mental wellbeing
- Increase awareness of the importance of mental health
- Work with charities and partners for signposting, social prescription and promotion

- Campaign work with partners
- Community running groups, walking groups and bootcamps
- Dementia cafe
- Mental health football sessions
- 'Mind Your Head' programme
- Obesity management interventions
- School assemblies and workshops
- Seniors Football
- 'Teammates' mentoring scheme

- Participants receive specialist support to aid their physical and mental wellbeing
- Support is given to those who need it and may not have had prior access
- We increase understanding around mental wellbeing
- Cohesion and collaboration with city partners to provide the best support

- Increased levels of physical activity and reduction in older adults classed as 'inactive'
- Improved levels of mental wellbeing - life satisfaction, happiness and sense of worthwhile life
- Reduced levels of anxiety and depression
- Measured sustained improvement in targeted health issue or lifestyle issue (e.g. weight/gambling)

- **A Healthier Community**
- Reduction in wellbeing inequality across Cambridge from the least to the most deprived wards
- Wider health benefits arising from increased physical and mental wellbeing
- Sustained levels of increased physical activity, and reduction of inactive adults and children

INCLUSION

- Disabled adults in Cambridge are 2.5 times as likely to be physically inactive as non-disabled adults (35% vs. 14%).⁶
- Activity levels in Cambridge decrease with age, with the sharpest increase at 75+.⁶
- Britons' sense of belonging to their local area declined from 2012-13 to 2017-18 by 7%.⁷

- Focus on supporting senior citizens, vulnerable groups and people with disabilities
- Create local community using the shared interest of football
- Take positive action to promote equality, diversity and inclusion

- Disability football sessions
- Disability football teams
- Inclusion assemblies
- Talent ID days and reviews
- Inclusion embedded throughout everything we do

- Target groups engage in our programmes and sustain their physical activity
- Physical activity is embedded within SEMH schools
- We heighten awareness of equality, diversity and inclusion
- Increase in elite disability sport participation

- Increased physical activity and improved mental wellbeing across target groups
- Increased self-belief and confidence
- Reduced levels of isolation
- Barriers to participation removed for as many groups as possible

- **A More Equal Community**
- Physical activity imbalances due to age, disability and gender are reduced or removed
- Perceptions of disability are challenged in society leading to a more inclusive and cohesive community.
- Participants are empowered to access other opportunities, regardless of their situation or background
- Increased educational attainment for children from disadvantaged backgrounds
- Increased aspiration levels for children and young people from the most deprived wards
- Reduction in long-term unemployed rate in Abbey, North Cambridge & Trumpington wards.

EDUCATION & SKILLS

- Primary Schools in Abbey, Arbury King's Hedges & Trumpington Meadows have 8% more of their cohorts on free school meals than the national average.⁸
- Since the beginning of Covid, the number of 16-25's in employment has fallen by 311,000, an 8% fall.⁹

- Embed future employment skills into school programmes for 10+ year-olds
- Use sport to heighten engagement across multiple curricular subjects
- Harness sport as a vehicle to develop social values
- Provide opportunities for young people through foundation degrees and coaching qualifications

- AstraZeneca Active Science
- Marshall Centre Aspirations Programme
- Premier League Primary Stars
- School Sport Programme
- USW Degree Programme

- Participants engage with and enjoy the programmes
- Children have increased understanding of their own future
- Participants are inspired and empowered to achieve their potential
- Children learn variety of hard and soft skills

- Improved communications skills, levels of confidence and emotional intelligence
- Increased ability in maths, writing & science
- Measured improved behaviour and attendance at school
- Development of soft skills and social values

ENABLERS

Collaboration is one of our six values and it underpins all our work. We are passionate about working with organisations who share a vision to create a healthier, stronger & more equal community.

Partnerships are vital to helping us achieve our aims and we are proactive in working with one another, partners and stakeholders to put the cause first.

Our partners include:



APPENDICES

- ¹ Centre for Cities: Cities Outlook 2018 & 2019
- ² The English Indices of Deprivation 2019
- ³ AgeUK Risk of Loneliness Mapping by 2011 Census Ward
- ⁴ Office for National Statistics, Life Expectancy by 2011 Census Ward
- ⁵ Office for National Statistics, Coronavirus and Depression in Adults 2021
- ⁶ Sport England Active Lives 2019-20
- ⁷ Office for National Statistics, Social Capital in the UK 2020
- ⁸ UK Government, Department for Education 2021
- ⁹ House of Commons Library, Youth Unemployment Statistics 2021