



COLCHESTER UNITED FC

Football in the Community



UNITE OUR COMMUNITIES STRATEGY 2018-2021



Registered Charity Number: 1159381



Supported by

Premier League

www.cu-fc.com/fitc
fitc@colchesterunited.net
01206 755160
@CoLU_FITC

CONTENTS

- 03** Foreword
- 04** The Process & Situation Analysis
- 06** Mission Statement
- 06** Strategic Priorities
- 06** Our Core Values
- 07** Our Pledges
- 07** Strands of Work
- 08** Meet the Board of Trustees
- 09** Strategic Priorities
- 10** Strategic Priorities: Explained
- 14** Our Why - How - What Approach
- 16** What Our Community Thinks
- 18** Enablers: Our Network



FOREWORD

Colchester United Football in the Community “Unite Our Communities Strategy 2018-2021” has been developed following detailed consultation with local, regional, and national organisations across all our strands of work. We have gained key stakeholder, partners, participants, and existing workforce feedback via several methods such as surveys, consultation meetings and strategy focus groups.



The strong foundations that have been built since the creation of Colchester United Football in the Community in 2013 has enabled us to now identify further key areas of work in order to continue to ensure sustainable growth, whilst continuing to provide a positive impact on people’s lives within our communities.

The overriding focus of this strategy is to ensure that we continue to deliver high quality service whilst meeting the needs of our community with the support of our enablers and networks. This will be possible by successful governance and leadership in place to support our team of staff as we diversify and expand our offer further again. We believe that through our key strategic priorities we will maximise all aspects of our participants’ journeys and in turn our programmes will organically grow and have a greater impact and reach.

As a result, our four strategic priorities

which will provide a clear framework for our organisation to operate over the next three years are:

1. Deliver high quality service
2. Improve health, wellbeing and inclusion
3. Govern and lead effectively
4. Develop further working relationships with suitable partners and networks.

The successful delivery of this strategy will ensure that we meet our mission “To enrich the lives of the people within the communities we operate through physical education and the brand of Colchester United”.

“Unite our Communities Strategy 2018-2021” will be made possible by the traits and behaviours by all connected with Colchester United Football in the Community. These will be instrumental in ensuring we deliver this strategy for our community and provide similar experiences to our workforce. We will guide, motivate and inspire our staff by

replicating our core values in all of our work.

Focused
Inclusive
Trusted
Creative

It gives me great pleasure to lead this organisation through its next phase and thank you as our network for the ongoing partnerships. We have a strong brand and infrastructure in place to deliver this strategy that is unpinning by an exceptional football club at the heart of its community.

Corin Haines
Head of Community

ROBBIE COWLING

As an avid sports fan I appreciate the important role that sport can play in people’s lives. I understand the effect of professional sports men and women as role models, how inspiring they can be and not only to young children but to people of all ages. As the chairman of Colchester United Football Club I make sure everyone at the club is aware of the power of the club’s brand and I encourage all of the staff at the club to take every opportunity they can to be an inspiration to others. I have witnessed at first hand the way in which CUFC FITC has made a difference to the lives of those that it comes into contact with and as a Trustee I aim to assist Corin Haines and his excellent team in as many ways as I can. I would especially like to help them to increase participation in sport regardless of someone’s age, sex or ability.

Robbie Cowling
Chairman of Colchester United Football Club and Trustee of CUFITC

THE PROCESS & SITUATION ANALYSIS

To enable us to develop this strategy we created an approach that gave us the understanding of our whole landscape both internally and externally. This was intended to help shape our future provision to best serve our community.

This process was conducted over a period of time to allow consultation with workforce, partners and participants providing us with a comprehensive analysis of our current position within the community. We conducted detailed questionnaires, which enabled all the opportunity to express their ideas and perceptions of where we currently are and where we want to be. These were then followed up with key stakeholder meetings as required.

We received eighty six separate online consultation questionnaires enabling our strategy to be aligned to key partner's aims and objectives and ensuring we meet our participant's needs. This feedback was also used to action areas of development and improvement, for us to achieve throughout the period of this strategy.

Once all consultation was completed, our senior team focus group proceeded with the creation of our strategy. The result of this extensive process has helped us to have a clear vision and intent in implementing and then delivering the "Unite Our Communities Strategy 2018-2021".

What does our workforce want to achieve in this strategy?

- 1 Expansion via manageable growth
- 2 Diversify in Health and Inclusion Strands
- 3 Ensuring we retain high quality throughout the organisation
- 4 Continued opportunities for staff pathways and progressions

How do our partners describe Colchester United Football in the Community?

Reliable **High Quality**
Progressive **Affordable**

04

TIMELINE: HOW WE FORMED THE STRATEGY

DAY 1

Employee focus group – Planning the approach

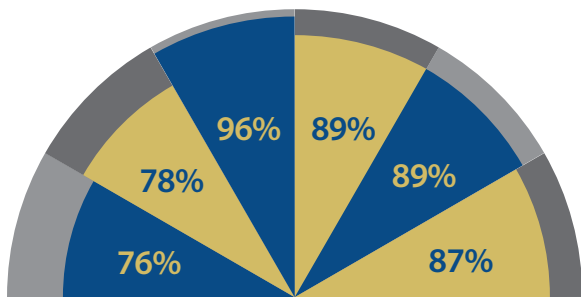
WEEK 2

Stakeholder Consultation Survey

WEEK 3

Employee Consultation Survey

The views of our workforce



76% Agreed there are opportunities for professional growth within Colchester United FITC

78% Agreed there is suitable investment in staff training and education

96% Agreed that they have overall job security

89% Agreed Colchester United Football in the Community acts in a socially responsible manner

89% Agreed they and their co-workers have a good working relationship

87% Agreed employees treat each other with trust and respect

The views of our community

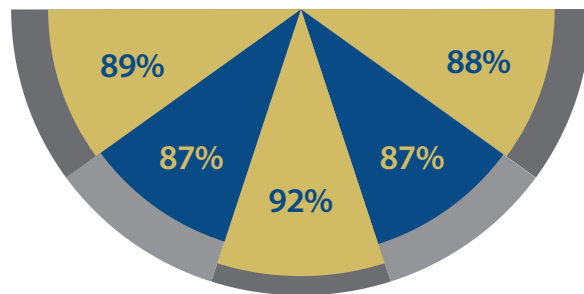
89% are likely to recommend Colchester United Football in the Community to a friend or colleague

87% agreed our programmes meets the needs of our community

92% rated our services as high quality

87% agreed that we engage with our local community

88% agreed that they will likely be involved in our activities in the future



What does our community want in our strategy?

- 1** Identify local priorities and understanding impact
- 2** Be a high quality organisation with the importance to support sport, health and wellbeing
- 3** To remain rooted to the core community and focus on the development of participants regardless of age or ability
- 4** Don't be tempted to change too much. You have something that works well, don't break what works...
- 5** Focus on how you can support vulnerable families who are often not able to access provision



WEEK 4

Stakeholder meetings

WEEKS 5 & 6

Employee Focus Group – Building the Strategy

WEEK 7

Approval by board

WEEK 8

Strategy Launched

OUR VALUES & MISSION



MISSION STATEMENT

To **enrich the lives** of the people within the communities we operate **through physical education** and the brand of Colchester United

STRATEGIC



PRIORITIES

06



Deliver High Quality Service



Improve health, wellbeing and inclusion



Govern and lead effectively



Develop further working relationships with suitable partners and networks

OUR CORE VALUES



ocused

OUR PLEDGES

WE WILL

develop healthier and safer communities

WE WILL

bring communities together

WE WILL

create an affinity to Colchester United Football Club

WE WILL

raise aspirations

WE WILL

improve health wellbeing and inclusion

STRANDS OF WORK



HEALTH AND INCLUSION

We aim to build healthier and happier communities using a tailored approach to improving health and inclusion through targeted engagement projects whilst working with key organisations.



SPORTS PARTICIPATION

We aim to ensure that the wider community have greater access to an active lifestyle using the power of sport and the brand of Colchester United Football club to encourage and increase participation.



EDUCATION

We aim to support and enhance all learning opportunities in Colchester and surrounding areas, we do this through innovative and structured approach to education.



FACILITY DEVELOPMENT

We aim to use Colchester United, our staff, and our facilities such at Shrub End Community Sports Centre and the Weston Homes Community Stadium as a vehicle to help create a healthier and more cohesive local community.

I

nclusive

T

rusted

C

reative

MEET THE BOARD OF TRUSTEES



ROBBIE COWLING

Owner and Managing Director of Aspire Media Group Limited. AMG comprises of a variety of companies including Colchester United FC Ltd and JobServe Limited, the world's first Internet Recruitment Service formed in 1993.



LINDA GAINE

Linda Gaine has been the Strategic Lead Delivery Manager at Active Essex, since March 2013. Before that she was Partnerships Manager for the Essex County Council 2012 Legacy and Sports Delivery team from 2007 -2012 and Essex County Council County Sports Development Manager from 2000. Her role now is working closely with Public Health on the Physical Activity agenda. Linda was previously a Sports Development Officer at Braintree District Council with a key remit to develop sport and physical activity opportunities and build volunteer capacity within the communities and district. Linda has a wealth of experience having worked in the sport and physical activity sector for the past 27 years. Key to Linda is the ability to work in partnership to link physical activity and sport to other agendas, in order to maximise resources and opportunities, to benefit partners and the wider community. As a volunteer Linda is very much involved in the sport of Netball where she co-runs a local netball club with around 300 members, she also coaches and umpires and plays very occasionally. She is also the Chair of the Colchester Netball League and a life member of East Essex County Netball Association. Linda is aligned to our Health and Inclusion strand.



MILES BACON

Miles joined the teaching profession in 1991 after a first career in television and corporate video production, including contracts with the BBC and work for major international clients such as BAT Industries, Glaxo Smith Kline and Saab-Scania.

He was appointed Head Teacher of Thurstable School in 2006, and served as the Chair of the Association of Secondary Head Teachers in Essex between 2012 and 2014. He has an MA in Education Management, and holds the National Professional Qualification for Headship. Miles is aligned to our Education strand.

08



ANNE TURRELL

I am one of the original Parish Councillors for Myland Parish Council (now called Myland Community Council). We were the first new Parish Council for 100 years and started in 1999. I resigned a few years ago. In 2002 I became a Colchester Borough Councillor. I became Leader of Colchester Borough Council in 2008 until I stepped down in 2014. I then became Deputy Leader until 2015 when I resigned from Colchester Borough Council. In 2005 I became an Essex County Cllr and was re-elected for another four years in 2017. In 2009 I became a member of the Essex Fire Authority. Throughout my time as a Cllr I have become involved in various Community Events from helping to start the Myland Fete to recently going to the Myland Lunch Club to support the volunteers. I am looking forward to helping Colchester United Football in the Community.



TIM WADDINGTON

Currently General Manager at Colchester United – Tim has overall responsibility for business strategy, financial planning, revenue development and cost control in addition to day to day operations of the football club.

With a career background in business development and strategy, prior to joining Colchester United, Tim worked as GM in the exhibitions and event industry running a business that developed a national series of recruitment and careers exhibitions that engaged with and created job opportunities, in addition to careers and training advice, as well as a national series of business development exhibitions.



HELEN HAWORTH

Helen began her finance career in 1983 as an auditor for a small locally based Chartered Accountants. From there she progressed to manager of finance in 1988 for a Reinsurance Brokers based in the City of London. In 2002 she started work within the AMG Shared Services Team and is now Company Secretary & Finance Manager to all companies within AMG Ltd.



JON DE SOUZA

Jon spent 11 years at Luton Town as a player and then a coach, where he worked his way up to U18s and reserve team manager. Jon left Luton to join Brentford where he spent five years as U23s coach and worked very closely with first team manager Uwe Rosler. He also had a spell as an FA Tutor for Level One and Two coaching courses. Jon is a holder of UEFA A Licence and Advance Youth Award, as well as a masters in Business Management. With Jon's extensive knowledge and experience within sports coaching he is aligned as a trustee with our Sport Participation strand.

STRATEGIC PRIORITIES



PRIORITY 1 DELIVER HIGH QUALITY SERVICE

Our pledges - we will:

1. Develop and Deliver a Quality Assurance framework across all programmes
2. Ensure all participants receive a progressive, positive and safe journey
3. Measure impact through a range of techniques to collate clear, concise, appropriate information



PRIORITY 4 DEVELOP FURTHER WORKING RELATIONSHIPS WITH SUITABLE PARTNERS AND NETWORKS

Our pledges - we will:

1. Broker relationships and encourage effective collaborative working
2. Widen the network of partners to include a range of suitable organisations and groups
3. Work with organisations whose strategy is aligned with ours to achieve common outcomes

PRIORITY 2 IMPROVE HEALTH, WELLBEING AND INCLUSION

Our pledges - we will:

1. Provide a range of programmes and delivery designed to tackle key issues and areas of need
2. Ingrain aspects of health, wellbeing and inclusion into our organisational culture to achieve lasting effects.
3. Build strong working relationships with industry experts to gain a full understanding of the impact of positive health, wellbeing and inclusion



PRIORITY 3 GOVERN AND LEAD EFFECTIVELY

Our pledges - we will:

1. Ensure financial sustainability
2. Ensure there is an appropriate governance and leadership structure to support and deliver the strategy
3. Provide innovative ways of working, whilst being compliant with relevant legislation and regulators



STRATEGIC PRIORITIES: EXPLAINED

PRIORITY 1 DELIVER HIGH QUALITY SERVICE



Focus:

Create a positive individual journey that will exceed expectations



10

Actions:

1. Ensure all staff are receiving adequate upskilling and reflection for personal development, to enable them to thrive within our organisation
2. Introduce and deliver a quality assurance framework for staff to adhere to across all strands of work
3. Highlight our services through varied lines of communication whilst being easily accessible to participants, partners and our community
4. Create a comprehensive offer of affordable services
5. Ensure opportunities for all beneficiaries and stakeholders to provide us with detailed analysis of our work and its impact

Outcomes:

1. Provide highly qualified and experienced staff to facilitate our programmes
2. Ensure our programmes and staff are unpinned by a strong framework to deliver high quality service
3. Ensure awareness of all services whilst maintaining excellent lines of communication creating opportunities to consult
4. Increase our participation levels in a wider breadth of provision
5. Provide us with situation analysis that will ensure we can evolve and re-align were required through suitable consultation

PRIORITY 2

IMPROVE HEALTH, WELLBEING AND INCLUSION



Focus:

Support areas of need locally within health, wellbeing and inclusion whilst creating a positive and sustainable impact



Actions:

1. Introduce a comprehensive and high quality disability programme
2. Expand our social inclusion programmes and projects to reach further into our community
3. Utilise our community facilities to provide health, wellbeing and inclusion programmes
4. Introduce provision targeted at tackling psychological health issues
5. Appoint a full time Health and Inclusion officer to oversee development of this strand of work
6. Upskill staff and enhance resources in specific areas of need and delivery

Outcomes:

1. Ensure staff and resources are of high quality to support delivery
2. Maintain progress and development in all areas of health, wellbeing and inclusion
3. Tackle local issues using our highly trained and motivated workforce
4. Ensure we provide high quality facilities to match our high quality delivery for those programmes
5. Achieve high levels of engagement within our social inclusion projects

STRATEGIC PRIORITIES: EXPLAINED

PRIORITY 3 GOVERN AND LEAD EFFECTIVELY



Focus:

Provide our staff and communities we serve with comprehensive whilst innovative leadership



12

Actions:

1. Develop a suitable staffing structure that will meet the needs of the organisation's growth
2. Recruit trustees who will enhance the experience and expertise on our board
3. Align our trustees to each of our four stands, utilising their skill set and further supporting our staff and programmes
4. Create a framework that will enable us to analyse suitability for new or expansion of programmes
5. Provide a clear reporting system and monthly analysis of financial situation

Outcomes:

1. Provide clear lines of communication and support to staff and the programmes they oversee
2. Increase the breadth of skills within the organisations whilst strengthening our network
3. Ensure staff have additional guidance utilising the experience and skill set of the board
4. Ensuring that we use an assessment criteria, therefore enabling us to make correct judgement on suitable growth of Colchester United Football in the Community
5. Mitigate financial risk to the organisation

PRIORITY 4

DEVELOP FURTHER WORKING RELATIONSHIPS WITH SUITABLE PARTNERS AND NETWORKS



Focus:

Engage our network of organisations to work collaboratively with us, whilst raising the profile of Colchester United Football in the Community



Actions:

1. Achieve a greater network of partners by corresponding with organisations within our sector
2. Increase a source of new key partners and identify areas of alignment to allow us to provide a strong and suitable collaborative approach
3. Provide adequate resources to represent ourselves within various environments and networks
4. Approach suitable organisations with an open and honest mind-set
5. Ensure existing working relationships strengthen through continuous partnership development

Outcomes:

1. Expansion of experienced deliverable programmes in a variety of social, physical and psychological settings
2. Further funding may become available for us to distribute back into the community
3. Develop our own profile within the community so we can maximise our impact
4. Maintain a trusted perception within our network
5. Increase opportunities for extended offers within existing partnerships

OUR WHY – HOW – WHAT APPROACH



The creation of this strategy enabled us to review carefully why we exist and what our purpose and beliefs are. As a result, we concluded that we must operate from the inside out, firstly using the **WHY**, then the **HOW** and **WHAT** method of working. We recognise that people don't buy what you do, they buy why you do it, and therefore we will develop this approach for all of our work.

To achieve "Unite our Communities Strategy 2018-2021" we will partner with people and organisations who believe in what we believe, and want to be a part of what we do. If our actions and communications clearly prove what we believe, we will attract those that believe in what we believe.

There are leaders and there are those who lead, those who lead inspire us, we follow those who lead, not because we have to, but because we want to. It is those leaders who start with why who have the ability to inspire those around them or find others to inspire them. We will ensure that we develop our workforce to lead by inspiring and in turn attract organisations to partner with us who we are aligned with.

**"WE WILL ENSURE
THAT WE DEVELOP
OUR WORKFORCE
TO LEAD BY
INSPIRING"**





WHAT? Provide our community with a comprehensive offer to exceed their needs

HOW? Engage with our community in positive and innovative ways leaving lasting effects on them

WHY?
To enrich the lives of people within the communities we operate



WHAT OUR COMMUNITY THINKS

“The Premier League is committed to connecting with communities across the country using the inspiration of competitive and compelling football to engage people in sport. This is only possible by working with high quality Club organisations such as Colchester United FC Football in the Community. Our partnership with this organisation uses the power of the Club’s brand locally, combined with high quality role model staff and the pull of the Premier League to engage. The Premier League funds Colchester United FC Football in the Community to deliver work that supports primary school children and their teachers with high quality PE, increases the number of girls taking part in football, and provides positive activity for young people in their community.

“Colchester United FC Football in the Community are an ambitious organisation who strive to support their local community and the Premier League is delighted to facilitate this work.”

Nick Perchard
Head of Community Premier League



“Colchester United Football in the Community have engaged closely with Active Essex over the years and have shown great enthusiasm to grow and develop their organisation, working and contributing to wider community development and linking with county, regional and national organisations to benefit the localities they are working in.

“They have contributed to the development Active Essex strategic plan and supports its outcomes, specifically around the four strategic priorities within the strategy and will be a key partner in its delivery.

“They are also a core member of Active Colchester, one of 14 Active Networks across the county that links physical activity and sport partners to coordinate, make maximum use of resources to deliver within localities for the benefit of communities and residents.

“As a County Sports Partnership we will continue to work closely to support the organisation, to share knowledge and enhance the quality and range of opportunities they provide, through our Active Essex Strategy – Changing 1 Million Lives to Get Essex Active!”

Jason Fergus
Director of Active Essex



“Colchester United’s Football in the Community has always engaged the players in a wide range of innovative community and education programmes and we have seen at first hand the huge impact the players have made when attending various activities and events for the CUFITC. The players at the club understand the importance of their roles off the pitch with many acting as Ambassadors for some of the charity’s key projects.

“This important element has been pivotal in raising awareness of the great work that is carried out by CUFITC and the Football Club within the local area. The PFA attach great importance to our members, the players giving back and inspiring the next generation. Colchester United Football in the Community are a leading example of best practice within this area of engagement.”

Dave Palmer
PFA Community
Liaison Executive



“Colchester United Football in the Community makes a considerable difference in Colchester and is very much at the heart of our community. We all know the importance of keeping active and playing sport and using the Colchester United brand, CUFITC enables this for all age groups.

“Whether it is through education, participation in sports or health and inclusion, CUFITC gets the community engaged and is helping people lead more active and healthier life styles. This is hugely important work and I hope CUFITC will continue to go from strength to strength.”

Will Quince MP
Colchester



"The more we can do to prevent people from falling into a life of crime the better. By helping young people become more confident, learn to work together and make good choices we can make a real difference in their lives. We also help to make our communities safer and more secure. The Football in the Community Programme run by Colchester United is a great way of reaching vulnerable young people and engaging them in productive and positive activity. The support provided by Colchester United has been fundamental to the success of this programme and we pleased to be involved and look forward to its ongoing success."

Jane Gardiner
Deputy Police Crime Commissioner



"The Weston Homes Community Stadium (WHCS) is owned by the Council, through Colchester Community Stadium Limited, but run and managed on its behalf by CUFC. We have enjoyed an excellent working relationship with CUFC across the board but especially in the key area of community benefit of the Community Stadium.

"One important part of delivering community benefit has been the role that CUFITC plays in drawing the local public to the WHCS whilst acknowledging that the majority of the CUFITC work is performed elsewhere around the Borough. We continue to seek more and wider use of the WHCS and CUFITC can continue to play a part in this."

Melanie Rundle
Colchester Borough Council



"Colchester United Football in the Community is a fantastic organisation that the EFL Trust is proud to have in its network. Over the past few years we have seen FITC develop and grow into a highly professional, and extremely passionate team that delivers a diverse range of high quality programmes across Colchester and its wider community.

"Colchester United FITC are key partners in a number of our national initiatives, such as Kids Cup, Girls Cup and Move & Learn, which are having a significant impact nationally in getting hundreds of thousands of youngsters engaged in sport and activity. This wouldn't be possible without committed organisations such as FITC, working in partnership with Colchester United FC, getting into the heart of their local communities.

"I would like to commend the Board and staff of Colchester United Football in the Community on their new strategy and we look forward to supporting them to achieve all of their ambitions."

Mike Evans
Director of Operations, EFL Trust



"The Football Association PE & Coaching in Education unit has supported Colchester United Football in the Community over the past three years in a number of areas in order to upskill its coaches to plan, deliver and review high quality Physical Education & Sport provision in local Primary Schools.

"CUFITC have been fully committed to developing their coaches' expertise in both Football and Physical Education. Through the delivery of the Premier League Primary Stars programme, CUFITC coaches support Primary School teachers to further develop their confidence in delivering high quality PE lessons, whilst the FA also support teachers through the delivery of the FA Primary Teachers Award in collaboration with CUFITC.

"CUFITC provide local young people the opportunity to develop and improve key life skills such as confidence, communication and collaboration through their primary school delivery and the FA are pleased to continue its support to enhance the experiences of children in the local community."

Creag Lawrence
FA Regional PE Coordinator



"Colchester United Football in the Community have provided excellent teaching to all the children in our school in EYFS, Key Stage 1 and Key Stage 2. The teaching and learning has been differentiated and suitable for all abilities.

"The children have improved in working and playing as a team, but have all made progress in their individual skills. This has enabled our school to play competitively in a variety of sports and the children have had more opportunities to play sports with other schools with new found confidence.

"The staff training has been very effective and the staff have been up skilled throughout the year. As a school we will continue to use CUFITC for the new academic year because of the results we have seen in the past.

"We would like to take this opportunity to thank Colchester United for their professionalism and support."

Maire O'Reagan
Headteacher of
Margaretting Primary School



Local Authorities
Health, Education,
Community Safety,
Social Care and
Leisure Teams

Suffolk
County FA

EFL Trust

Politicians

Colchester United
Football Club

Active Essex

ENAB OUR NE

Our
Trustees

Essex
County FA

Professional
Footballers
Association

Shrub End
Community and
Sport Centre

To enable us
strategy, we
work with all
in our eco-
net

Football
Foundation

Sport
England

Charities
Commission

Essex Police

National
Governing Bodies
of Sport

LEERS: TWORK

to deliver our
will need to
our partners
system
work.

Grassroots
Clubs

Public
Health

Active
Networks

The Royal
Foundation

National
Health Service

The Football
Association

Local Businesses
and Employees

Other Community
Club organisations

Colchester
Garrison

Our Staff
and volunteers

Our
Participants

Premier League
Communities

The Youth
Service

Education providers
Nurseries, Schools,
Academics, Pupil Referral
Unites, Colleges and
Universities



Supported by
Premier League

Registered Charity Number: 1159381

www.cu-fc.com/fitc
fitc@colchesterunited.net
01206 755160
@CoLU_FITC