



# COMMUNITY FOUNDATION



## ENRICH OUR COMMUNITIES STRATEGY

**2023-28**

**TO INSPIRE, ENRICH  
AND UNITE OUR COMMUNITIES**

Registered Charity Number: 1159381

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# WELCOME FROM OUR CEO & BOARD

Colchester United Community Foundation “Enrich Our Communities Strategy 2023-2028” has been developed following detailed consultation with local, regional and national organisations across all our pillars of work. We have gained key stakeholders, partners, participants and existing workforce feedback via several methods such as surveys, consultation meetings and strategy focus groups.

We are extremely proud of the outcomes we achieved delivering on Unite our Communities Strategy 2018-2022. We are now uniquely placed to tackle some of the key issues that our community is facing, alongside combating broader societal challenges, and supporting local and national agendas. Through the engagement of over 9,000 individuals on average each week, we positively impact our community by providing opportunities for people to become the best version of themselves. Ongoing partnership development is key to our strategy and together we will inspire, enrich and unite our communities.

Adopting our strategy and upgrading our approach for the times we are in and the future we want to build is crucial. We believe sport and physical activity has a huge role to play in improving physical and mental health for all, supporting the economy, reconnecting communities and building a stronger society for all.

This will be possible by comprehensive

governance and innovative leadership in place to support our workforce as we diversify and expand our offer again. We believe that through our key strategic priorities we will maximise all aspects of our participant’s journey and in turn our programmes will grow, but also ensure that an individual’s journey feels and looks further enriched.

**As a result, our four strategic priorities which will provide a clear framework for our organisation to operate over the next five years are:**

- 1. To inspire, enrich and unite our communities
- 2. Provide exceptional services to our communities
- 3. Ensure comprehensive governance and innovative leadership
- 4. Embed further EDI, environmental sustainability and impact measurement within our organisation

“Enrich our Communities Strategy 2023-2028” will be made possible by the traits and behaviours of all

connected with Colchester United Community Foundation. 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.

**Creative  
United  
Committed  
Fair**

It gives me great pleasure to lead this organisation through its next phase and thank you as our network for the ongoing partnerships. We continue to be united in our endeavour to see this community flourish and we hope that you are inspired by the vision and path we’ve set out to guide us.



*Corin Haines*  
**Corin Haines  
Chief Executive**

## OUR BOARD OF TRUSTEES



**LINDA GAINE**  
Trustee lead on Health



**DMITRI HALAJKO**  
Trustee lead on Sports Participation



**TIM WADDINGTON**  
Trustee lead on Safeguarding & EDI



**ANNE TURRELL**  
Trustee lead on Inclusion



**ROBBIE COWLING**  
Trustee lead on Business Development



# OUR PROCESS & SITUATION ANALYSIS

The development of our new “Enrich Our Communities Strategy 2023-2028” focused on three key areas to form our foundations. This approach utilised the viewpoints for our workforce, our partners and our communities to shape our direction and provisions for the future.

The community consultation was conducted over a four-week period, liaising with staff, partners and participants resulting in a comprehensive understanding of the organisation’s position within the local and wider communities. Utilising both qualitative and quantitative data to develop a well-rounded perspective and to allow stakeholders to outline the key areas for progression. Focus groups with key community members were used as follow ups were necessary.

During the consultation period we received one hundred and twenty-six online consultation responses, which has allowed us to align our five-year strategy with the needs and aims of the communities we serve. In addition, this supported our continual review process and outlined areas for development as we enter the new strategic period.

Upon completion, our senior team focus groups commenced with the aim of producing a strategy that would present a clear vision and objectives for the future. Creating a strong bond with the community and to be able to inspire, enrich and unite everyone that comes into contact with.

## What does our workforce want to achieve in this strategy?

- 1 Ensure growth and development within SEND provisions
- 2 Further expansion for the women’s game
- 3 Continued development within environmental and sustainability sectors
- 4 Provide clear progression pathways and support staff development

## How do our partners describe Colchester United Community Foundation?

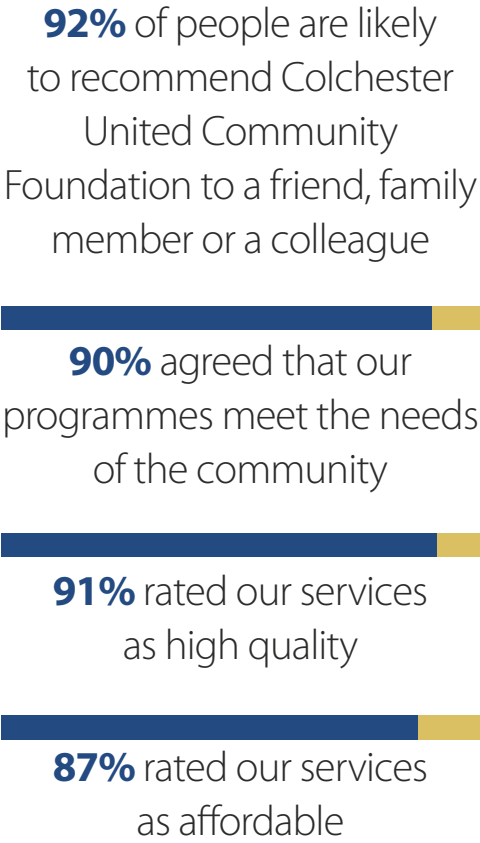
**HIGH QUALITY**  
**INCLUSIVE**

**TRUSTED**  
**AFFORDABLE**

## The views of the workforce



## The views of our community



## What does our community want in our strategy?

- 1 Supporting vulnerable families and addressing health inequalities
- 2 Keeping the community at the heart and focus of all developments
- 3 Willingness to adapt to the needs of the community
- 4 Sustaining high quality with the focus of promoting positive health and social behaviours

TIMELINE: HOW WE FORMED THE STRATEGY	WEEK 1		WEEK 3		WEEK 5		WEEK 7		WEEKS 9		WEEK 11		WEEK 12	
	Employee focus group – Planning the approach		Stakeholder Consultation Survey		Employee Consultation Survey		Stakeholder meetings		Employee Focus Group – Building the Strategy		Approval by board		Strategy Launched	



# OUR TIMELINE

The strong foundations that have been built since the inception of Colchester United Community Programme in 2013 has enabled our engagement levels to rise together with increased investment in the local community year on year. Ensuring manageable growth whilst providing high quality provision has been at the forefront of our objectives as a result providing a positive impact on people’s lives. We are proud of the work we undertake and our achievements, and look forward to continuing these strong partnerships well into the future.

## 2013

Colchester United Football in the Community was formed as a department of Colchester United Football Club.

## 2015

Gains charitable status, becomes independent and forms a board of trustees.

## 2014

Core programme delivery enhanced with over 5,000 participants and 300 hours of engagement each week throughout Colchester and North East Essex.

## 2016

Signs a long-term lease with Colchester Borough Council to manage and operate the Shrub End Community Sports Centre of behalf of local authority.

New artificial surface is re-laid at the Shrub End Community Sports Centre, and the site becomes the home of our entire workforce.

## 2017

Start delivering a variety of EFL Trust and Premier League funded initiatives, including PL Kicks, PL Primary Stars and EFLT Joy of Moving.

## 2018

Begins comprehensive community strategic consultation which results in launching ‘Unite our Communities’ strategy 2018-2022.

Commences delivery of several new projects as set out in new strategy to support wider community diversity. Our provision includes United Against Knife Crime, Unite our Communities, Senior U’s, Female Football Development Programme and Disability Sport.

## 2019

Record numbers: 32,500 engagements with participants, 86 different partner organisations and educational settings worked with us, 31 different community projects delivered.

Commissioned to start delivering the National Citizen Service.

Selected by the EFL Trust to present on our implementation of our ‘Unite our Communities’ strategy at the annual national conference with all EFL community club organisations.

## 2020

In response to COVID-19, implemented a part of the solution strategy supporting our community with 468 outreach hours, 1,150 food parcels and packages delivered, 190 supermarket collections and 1,120 befriending minutes with the most vulnerable.

## 2022

Begins strategic community and stakeholder consultation which results in the creation and launch of “Enrich Our Communities” Strategy 2023-2028. Organisation rebrands as Colchester United Community Foundation and aligns the strategy to the needs of the local communities with the objectives to inspire, enrich and unite.



# OUR CORE



## OUR MISSION

To **inspire, enrich**, and **unite** our communities

## OUR FOUNDATIONS



Finance



Safeguarding



Impact & Insight



Governance



Community-Led



Equality, Diversity,  
and Inclusion

## 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

## OUR PILLARS OF WORK



### HEALTH

We aim to use evidence based interventions that target health inequalities and challenges faced by our communities. Working in collaboration with key organisations to enrich our provision.



### PARTICIPATION

We aim to reduce the socio-economic barriers faced by the wider community to access an active lifestyle. Using both the power of sport and the brand of Colchester United to inspire all generations.



### EDUCATION

We aim to enhance and develop the learning opportunities in Colchester and wider communities. Utilising innovative methods and providing a structured approach.



### INCLUSION

We aim to ensure everyone within the community has access to the support they need. Through creative partnerships that create a diverse offer that meets the demands of the local community.

## OUR CULTURE

**C**REATIVE

**U**NITED

**C**OMMITTED

**F**AIR



# OUR LOGIC MODEL

			OUTCOMES		
CONTEXT	ACTIONS	PROGRAMMES AND INPUTS	SHORT TERM	MEDIUM TERM	LONG TERM
What are the needs of our communities?	What actions are we taking to address these needs?	Which programmes create change in our communities?	Desired outcomes weeks after delivery	Desired outcomes months after delivery	Desired outcomes over years of delivery
<b>TO INSPIRE OUR COMMUNITIES</b>					
<b>Physical Wellbeing:</b> <ul style="list-style-type: none"> <li>66.8% of adult population are overweight</li> <li>33.1% of children aged 10-11 are overweight or obese. Which is above the National Average.</li> </ul> <b>Mental Wellbeing:</b> <p>Essex has a higher than national average rate of suicide and mental challenges</p>	<ul style="list-style-type: none"> <li>Develop programmes that address wellbeing inequalities in our communities.</li> <li>Normalising and de-stigmatising talking about mental health</li> <li>Reducing barriers of those who are inactive across all age groups</li> </ul>	<b>Programmes:</b> <p>Colchester United Community Foundation to operate 40+ projects from a number of venues in the community:</p> <b>Health:</b> <ul style="list-style-type: none"> <li>Senior U's</li> <li>Walking Football</li> <li>Dementia Football</li> <li>Sports Participation:</li> <li>Skills Centre</li> <li>Wildcats</li> <li>Development Centre</li> <li>Holiday Activities</li> <li>Female Football</li> </ul>	<ul style="list-style-type: none"> <li>Increased physical skill and abilities.</li> <li>Improved mobility and stability.</li> <li>Boost happiness, satisfaction of life and sense of wellbeing.</li> <li>Better diet and lifestyle choices.</li> </ul>	<ul style="list-style-type: none"> <li>Improvements in both physical and mental wellbeing.</li> <li>Retained levels of physical activity.</li> <li>Improved confidence and social engagement.</li> <li>Reduction in depression and anxiety.</li> </ul>	<ul style="list-style-type: none"> <li>Reductions in targeted health conditions.</li> <li>Improved quality of life.</li> <li>Reduced inactivity related costs on the NHS.</li> <li>Improved socialisation and overall community engagement.</li> </ul>
<b>TO ENRICH OUR COMMUNITIES</b>					
<b>Education:</b> <p>Unemployment and NEET scores are starting to rise above the national average in areas in North Essex</p> <b>Socio-Economic:</b> <p>We have some of the most deprived wards in England</p>	<ul style="list-style-type: none"> <li>Be innovative in engaging children in educational settings and activities.</li> <li>Develop self-efficacy within participants.</li> <li>Develop strong partnerships with local authorities and professionals to provide deeper support pathways.</li> </ul>	<b>Education:</b> <ul style="list-style-type: none"> <li>Sport and Education Programme</li> <li>Premier League Primary Stars</li> <li>Joy of Moving</li> <li>Post 16 Football College Programmes</li> </ul> <b>Inclusion:</b> <ul style="list-style-type: none"> <li>Premier League Kicks</li> <li>Unite Our Communities</li> <li>United Against Knife Crime</li> <li>ActivATE Food Clubs</li> <li>National Citizens Service</li> </ul>	<ul style="list-style-type: none"> <li>Improvements in self confidence.</li> <li>Increased engagement within educational settings.</li> <li>Improved social skills.</li> <li>Improved self-efficacy.</li> </ul>	<ul style="list-style-type: none"> <li>Development of life skills.</li> <li>Improved educational attainment.</li> <li>Improved social confidence.</li> <li>Positive transitions from education settings.</li> </ul>	<ul style="list-style-type: none"> <li>Improved access to educational support.</li> <li>Improved access to training and employment opportunities.</li> <li>Reductions in engagements in NEET.</li> </ul>
<b>TO UNITE OUR COMMUNITIES</b>					
<b>Community Safety:</b> <p>Total reported crimes in Colchester and North Essex communities reached 45,000 in 2022</p> <b>Inclusion:</b> <p>The population has increased by 11.3% in Colchester in the past decade</p>	<ul style="list-style-type: none"> <li>Community engagement through school and youth group workshops.</li> <li>Targeted interventions based in wards in Colchester and North Essex.</li> <li>Provide appropriate diversionary activities and support.</li> </ul>	<b>Inputs:</b> <ul style="list-style-type: none"> <li>50+ full-time and part-time staff</li> <li>CUCF branding and identity</li> <li>The brand of Colchester United FC</li> <li>Partnerships with over 40 organisations</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced communication and socialisation skills.</li> <li>Increased understanding around drugs and county lines.</li> <li>A deeper understanding of our diverse communities.</li> </ul>	<ul style="list-style-type: none"> <li>Increased sense of belonging and community.</li> <li>Reduced levels of anti-social behaviour.</li> <li>Removal of barriers to participation and engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Greater community cohesion and inclusion.</li> <li>Reduction in negative behaviours.</li> <li>Reduced levels of crime.</li> </ul>



# OUR STRATEGIC OBJECTIVES

## OBJECTIVE 1 TO INSPIRE, ENRICH AND UNITE OUR COMMUNITIES



**Focus:**  
Embedding a culture that inspires, enriches and unites

- 1. We will provide staff with the tools and knowledge to develop projects and experiences
- 2. We will outline areas for development within the community
- 3. We will ensure the needs of participants are at the heart of every project
- 4. We will continually analyse to ensure lines of communication, session and staff development are maintained
- 5. We will create equal pathways for all, regardless of backgrounds or demographics



## OBJECTIVE 2 PROVIDE EXCEPTIONAL SERVICES TO OUR COMMUNITIES



**Focus:**  
Ensuring an individual's experience will exceed expectations

- 1. We will ensure all staff are receiving adequate upskilling and reflection for personal development, to enable them to thrive
- 2. We will deliver a quality assurance framework for staff to adhere to across all strands of work
- 3. We will create a comprehensive offer of affordable services
- 4. We will make our services accessible to all through varied lines of communications





# OUR STRATEGIC OBJECTIVES

## OBJECTIVE 3 ENSURE COMPREHENSIVE GOVERNANCE AND INNOVATIVE LEADERSHIP



**Focus:** Providing staff and the communities we serve with a robust governance and leadership

- 1. We will enhance the support networks between community groups and organisations
- 2. We will ensure existing working relationships strengthen through continuous partnership development
- 3. We will ensure a suitable staffing and board structure that will meet the needs of our organisation's growth
- 4. We will engage staff members to develop themselves and provide clear progression routes
- 5. We will recruit and retain trustees who will enhance the experience and expertise of our board



## OBJECTIVE 4 EMBED FURTHER EDI, ENVIRONMENTAL SUSTAINABILITY & IMPACT MEASUREMENT WITHIN OUR ORGANISATION



**Focus:** Continuing to drive positive change and impactful stories throughout our organisation

- 1. We will enhance our knowledge and resources towards EDI within our organisation
- 2. We will promote and sustain positive environmental behaviours across the whole network
- 3. We will increase the level of impact measurement we have within our community
- 4. We will drive the reach of the organisation through technology and social media engagement





# OUR WHY – HOW – WHAT APPROACH



The development of the new strategy allowed us to focus on our purpose within the community. Upon completion of consultation with stakeholders and internal focus groups, it was concluded that our approach must include the **WHY**, followed by the **HOW** and then **WHAT** methods will be needed. The work within our sector is both individually and community focused, therefore we understand that people buy into the “why” over the outcomes. This approach has formed the base from which we will operate.

To achieve the “Enrich Our Communities Strategy 2023-28” we will enhance our relationships with like-minded people and organisations who strongly believe in the same outcomes for the community and want to be a part of the Inspire, Enrich and Unite journey. If everything we do radiates these actions, we believe we will have a fantastic group of stakeholders and partners to achieve the goals we have set.





## OUR 3 Ps

### OUR PEOPLE

Communities reflect the people within them, and as such, we believe that “better people make better communities”. It is our aim to expand the number of people we engage with for longer so we can create positive behaviour change and for people to sustain these positive behaviours longer term.



- WE WILL** – Ensure all staff are receiving adequate upskilling and reflection for personal development, to enable them to thrive within our organisation.
- WE WILL** – Create a comprehensive offer and pathways of affordable services.
- WE WILL** – Embed our organisational values and culture throughout our organisation.



### OUR PARTNERSHIPS

Working with partners strategically and operationally enables us to be more proactive in our engagement and provide inclusive and accessible opportunities. From funding to facilities, programme delivery to research, equipment and resources to marketing and communications, our strength lies in the partnerships we create and the power of the collective. We aim to forge more partnerships to strengthen our network and provide more opportunities.



- WE WILL** – Increase a source of new partners and identify areas of alignment to allow us to provide a strong suitable collaborative approach.
- WE WILL** – Ensure existing working relationships strengthen through continuous partnership development.
- WE WILL** – Approach suitable organisations with an open and honest mind-set.



### OUR PROCESSES

Ensuring robust processes are in place for our workforce to function successfully is key to providing exceptional services to beneficiaries. The three Ps will be at the forefront of all our organisational development, ensuring that we continually use innovative processes that will meet or exceed expectations.



- WE WILL** – Provide our workforce and communities we serve with comprehensive processes whilst being innovative.
- WE WILL** – Review our processes at all times implementing change when needed.
- WE WILL** – Consult with our beneficiaries on our processes, using them to help shape necessary change.

## OUR SUSTAINABILITY GOALS



We are committed to the UN’s Sustainable Development Goals and will continue to work across more of their 17 goals. We currently work within the following goals:



### ENVIRONMENTAL STATEMENT

We recognise that the environment has an impact on people’s ability to lead healthy active daily lives. We aim to promote and develop a healthy and active lifestyle through our work with partners, in ways that support the wider sustainability agenda.

We know, for example, by taking our workforce into local communities, using existing facilities and parks and green spaces that we can reduce travel. Where travel is required, we will encourage people to be active i.e. to walk and cycle where possible.

Generally, through our work we will provide information and education around nutrition and healthy eating to empower people to make healthier choices, encouraging use of locally produced food to reduce the impact on the environment.

These are clear examples of ways we can support which will bring both health benefits and reduce climate impact.

We will continue to define our role and longer term aims regarding climate change, working with our partners at the EFL Trust and Premier League Charitable Fund.



# OUR PROGRAMMES

Working with 8,500 people each week we aim to provide our community with a comprehensive offer of programmes that are easily accessible.

		AGE RANGE								
		2-4	5-7	8-11	11-16	16-18	18-25	25-34	35-55	55+
			Education	Education	Education	Education				
			Participation	Participation						
			Health							
			Inclusion							
PROJECT	ACTIVITY									
Sport & Education Provision	Helping pupils to improve their physical literacy and achieve Government guidelines in PE		Education	Education	Education	Education				
Premier League Primary Stars	Improves PE skills, literacy and numeracy and PSHE		Education	Education						
Work Placements	Unique opportunities to gain real-life experiences for individual students				Education					
Alternative Provision	Sports-based studies for students who require additional support				Education					
Male Football College	Post-16 Football and Education programmes studying - BTEC, A Levels and public services					Education				
Female Football College	Post-16 Football and Education programmes studying - BTEC, A Levels and public services					Education				
Apprenticeships	Paid employment opportunities in sports coaching and business administration					Education	Education			
Tiny U's	Physical activity programme to improve school readiness	Participation								
Skills Centres	Open access weekly development programme to improve all areas of the game		Participation	Participation	Participation					
Holiday Activity Camps	Affordable holiday activities with enjoyment and development at the forefront		Participation	Participation	Participation					
ActivAte Activity Camps	Free holiday activities with enjoyment and development at the forefront		Participation	Participation	Participation					
Wildcats Centres	Open access weekly development programme to improve all areas of the game		Participation	Participation						
Female Development Centres	Invitation-only weekly development programme to improve all areas of the game			Participation	Participation					
Female Emerging Talent Centre	Invitation-only weekly development programme to improve all areas of the game			Participation	Participation					
Boys Development Centres	Invitation-only weekly development programme to improve all areas of the game			Participation	Participation					
Grassroots Club Development	Supporting grassroots clubs with player and coach development		Participation	Participation	Participation	Participation	Participation	Participation	Participation	Participation
Women's Football	Open access weekly development programme to improve all areas of the game					Participation	Participation	Participation	Participation	Participation
Matchday Experiences	A comprehensive matchday offer from mascots to community champions		Participation	Participation	Participation	Participation				
Walking Football	The slower form of the game for male and female players									Health
Senior U's	Activities, support and a sense of belonging for over 55s									Health
Joy of Moving	Inspiring children of all abilities to move through play			Health						
Dementia Walking Football	The slower form of the game for male and female players who have dementia									Health
Neuro Walking Football	The slower form of the game for male and female players who have mobility issues caused by a brain injury						Health	Health	Health	Health
Many Minds One Heart	Support young people with Mental Health			Health	Health	Health				
Premier League Kicks	Free activities for young people during the evenings and weekends		Inclusion	Inclusion	Inclusion	Inclusion				
Children In Need (Disability Provision)	Sports activities for children with disabilities		Inclusion	Inclusion	Inclusion	Inclusion				
United Against Knife Crime	Tackling the growing number of knife crime incidents involving young people			Inclusion	Inclusion	Inclusion				
Unite Our Communities	Tacking extremism, radicalisation, hate crime and prejudice to aid community cohesion amongst young people and their families			Inclusion	Inclusion	Inclusion				
Fly Like an Eagle	Mentoring support for young people to improve their outlook and role with school and communities			Inclusion	Inclusion					
National Citizen Service	No We Can - NCS inspires 16-18 year olds to play a positive role within their communities					Inclusion				
Refugee Provision	Providing guidance and support whilst playing sport within their new surroundings		Inclusion	Inclusion	Inclusion	Inclusion	Inclusion	Inclusion	Inclusion	Inclusion









**TO INSPIRE, ENRICH  
AND UNITE OUR COMMUNITIES**

Registered Charity Number: 1159381

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