



MAKING A DIFFERENCE
STRATEGIC PLAN 2024-2027



FOREWORD

It is my great privilege to welcome you to the new Sky Blues in the Community “Making a Difference” strategy for the next three-year period: 2024–2027. We are extremely passionate about our local communities and are committed to using the unique influence and appeal that being the official charity of Coventry City Football Club brings to connect with communities and provide life-enhancing opportunities.

Despite the challenges presented by a global pandemic just after the launch of our previous strategy, we have successfully grown the organisations provision reach and impact across Coventry and Warwickshire. We are proud of these achievements, but we are not complacent and fully understand the importance of reflecting and evolving to address key social issues for the benefit of the communities we serve.

The focus of this strategy is to empower the people of Coventry and Warwickshire to reach their full potential by providing meaningful opportunities for improved health and wellbeing, enhanced social inclusion, reduced crime involvement, and expanded access to education and training. This will be supported by a solid, secure, and sustainable infrastructure through which we will continuously improve our policies, procedures, and systems. Equally important to our ongoing strategy is evidencing the journeys we create and understanding, measuring, and demonstrating the impact we make.

We understand and appreciate that we cannot work alone, so having key stakeholders and partners to enhance our provisions will be key. With this in mind, we will continue to strengthen and diversify our national, regional, and local partnerships to deliver sustainable change.

We have a strong and unique partnership with Coventry City Football Club that distinguishes us from other charitable organisations and helps us to inspire our communities. Although we are an independent charity, we are extremely grateful for their support. We hope that our strategy and work will not only inspire people to get involved in our programmes, but through engagement with us they will develop a stronger connection with their local professional football club.



DAVID BUSST
SKY BLUES IN THE COMMUNITY,
HEAD OF COMMUNITY
CCFC Player, 1992–1996

THANK YOU FROM OUR CHAIR

On behalf of all the trustees at Sky Blues in the Community, I would like to thank our Head of Community David Busst and team of staff for their continuous commitment and dedication to going above and beyond to provide vital support to our local communities.

We are delighted to share this new strategy with you as we embark on this exciting journey over the next three years. This strategy demonstrates our intentions to increase and improve local partnerships, diversify our income and extend our reach, impact and profile.

We will continue to work with many key partners both nationally, regionally and locally to provide life-enhancing opportunities for the communities we serve. We thank all our partners for their endless support and look forward to working even closer with them in the future.

We already have a strong and valuable partnership with Coventry City Football Club, but we are extremely excited by the prospect of welcoming new members to our board of trustees from the club and believe that by working collaboratively we will grow and develop our relationship further into the future.

Finally, I would like to thank all my fellow trustees for all their hard work, dedication and support. We are all really excited by this next chapter for the charity, and we look forward to seeing even greater community impact.



NICK NEWBOLD
SKY BLUES IN THE COMMUNITY,
CHAIR OF TRUSTEES

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SKY BLUES IN THE COMMUNITY

INTRODUCING THE CHARITY

About Sky Blues in the Community

Sky Blues in the Community is the charitable arm of Coventry City Football Club, based at the Coventry Building Society Arena. The organisation is officially registered with the Charity Commission and is recognised as a Club Community Organisation (CCO) linked to the English Football League Trust network.

The organisation is financially independent from the football club with our own board of trustees and management team. Our trustees come from a variety of professional backgrounds and are all volunteers. They work tirelessly to ensure that we always put the needs of our beneficiaries first by safeguarding our assets and providing strategic direction.

The management team at Sky Blues in the Community is accountable to these trustees. Coventry City Football Club is represented on our board of trustees to ensure that along with our independent trustees, both the charity and the club are working together with a combined ambition to make life changing impact across Coventry and Warwickshire.

The charity works with young people up to adults in the later stages of life, Sky Blues in the Community provide a diverse range of programmes to improve health and wellbeing, enhance social inclusion, reduce crime and ASB involvement and expand access to education and training. The charity currently works with over 2,000 individuals each week and invests over £1 million into our local communities.





MANY THANKS TO OUR PARTNERS

Our mission to #MakingADifference in our city and county can only be achieved by working in partnership. Sharing resources, reaching wider audiences and blending expertise are invaluable to the success of this strategy. Our key partners have been consulted throughout the strategy

development process and will be a vital component of the impact that the strategy makes. We are grateful to our existing partners and as a team we are committed to forging new partnerships to further the reach and impact of our work.



QUOTES FROM OUR PARTNERS

“

Sky Blues in the Community are a key community organisation in Coventry and the excellent work they carry out benefits many of our city's residents. Not only does their work help children and adults of all ages get into sport and physical activity, but it also underpins the wider health and wellbeing strategy for the city. I believe they make a huge difference to the lives of the individuals that they work with. I look forward to continuing our partnership with Sky Blues in the Community on the delivery of their new strategy and several exciting projects.

COUNCILLOR KAMRAN CAAN
CABINET MEMBER FOR PUBLIC
HEALTH AND SPORT AT COVENTRY
CITY COUNCIL

“

As Executive Chairman and Owner of Coventry City Football Club, I am delighted that the Club are working so well alongside the dedicated and hardworking staff of Sky Blues in the Community. At Coventry City Football Club, the community is at the heart of everything we do. Football Clubs have a hugely important role to play in society due to the influence and impact they have with people, and here at the Club we fully embrace that. The amazing work that Sky Blues in the Community carries out is extremely powerful and we are proud to be able to work with them so closely as they deliver vital, life changing programmes across our communities.

DOUG KING
EXECUTIVE CHAIRMAN AND OWNER OF
COVENTRY CITY FOOTBALL CLUB





We are extremely proud of our long-standing, trusted partnership with Sky Blues in the Community, which, whilst widely recognised as exemplary and innovative most importantly, delivers tangible and lasting results. Engaging and inspiring our children and young people; as well as supporting those most vulnerable in our community; by collaborating we have developed a unique delivery model - a trusting partnership of equals, working to each other's strengths to deliver community impact. We look forward to continuing our relationship with Sky Blues in the Community as we embark on the delivery of this exciting strategy.

DIANNE WILLIAMS
CHIEF EXECUTIVE, MOATHOUSE COMMUNITY TRUST



Since 2008, when Sky Blues in the Community was established as an independent charity, they have used the power of football to change lives in Coventry and Warwickshire. We are proud to support them to deliver Premier League Primary Stars, Premier League Inspires and Premier League Kicks programmes in schools and community settings in their region as part of this work. Sky Blues in the Community are part of a nationwide network of charitable arms of professional football clubs that are using Premier League investment and the power of the badge and the brand as a force for good. Through their work they help to address important societal issues, empower participants to reach their potential, and create opportunities for people of all ages to positively impact their local communities.

RUTH SHAW
CHIEF EXECUTIVE – PREMIER LEAGUE CHARITABLE FUND



Think Active value our partnership with Sky Blues in the Community, we are committed to addressing inequalities, so that people living in our local places can access sport and physical activity in safe and thriving communities. We welcome the Sky Blues in the Community Strategy as an opportunity to collaborate with partners to make a positive impact all together.

VICKY JOEL
CHIEF EXECUTIVE, THINK ACTIVE



COVENTRY

UNDERSTANDING OUR COMMUNITIES

11TH LARGEST CITY IN THE UK

2ND FASTEST GROWTH

The population has grown by a **fifth in the last 10 years** making it the second fastest-growing local authority outside of London

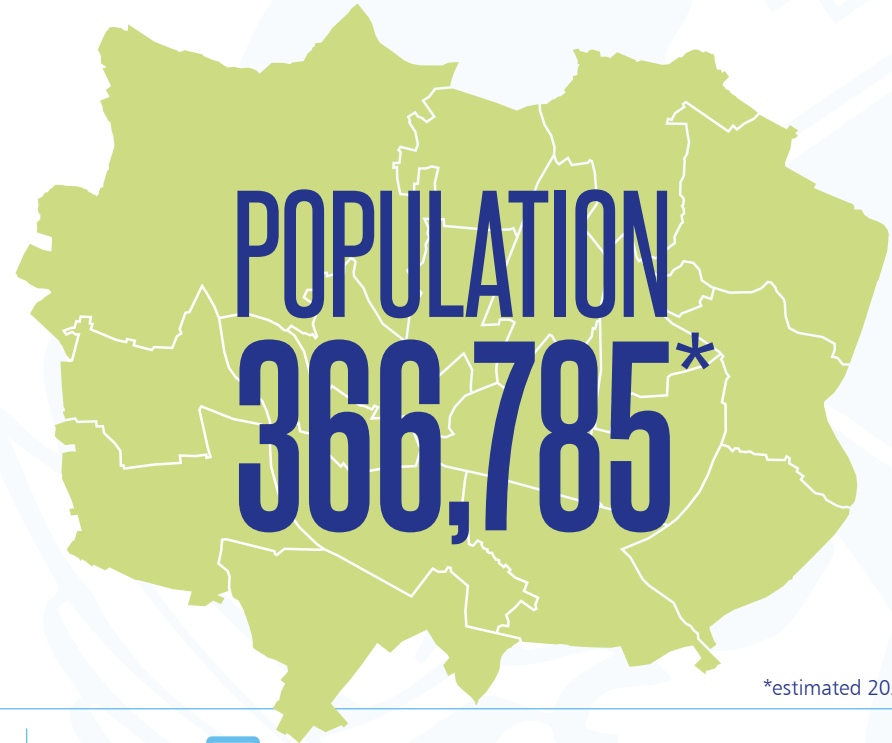


YOUTHFUL DEMOGRAPHIC

The **median age** of the city is **lower** than the national average

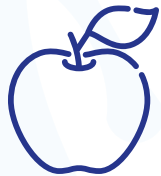
55.3% OF COVENTRY'S POPULATION IS WHITE BRITISH

Coventry's population is made up of a notably higher percentage of people from ethnic minority groups compared to the national average.



Nearly a **fifth of neighbourhoods** in Coventry are in the **top 10% most deprived** in England. **21.4%** of children and young people in Coventry are from **low-income** families.

EDUCATION



KEY STAGE 4 RESULTS

Coventry's **total attainment falls short** of the national average



WORKING KNOWLEDGE

7.6% of the working age population in Coventry have **no formal qualifications**

HEALTH



SELF CARE REQUIRED

Overall levels of **health and wellbeing** in Coventry are **lower** than the national average



COUCH POTATOES

Considerably **fewer adults** in Coventry are **physically active** when compared to the West Midlands and England averages



Premature mortality in Coventry is **higher than average** particularly for cardiovascular diseases in males

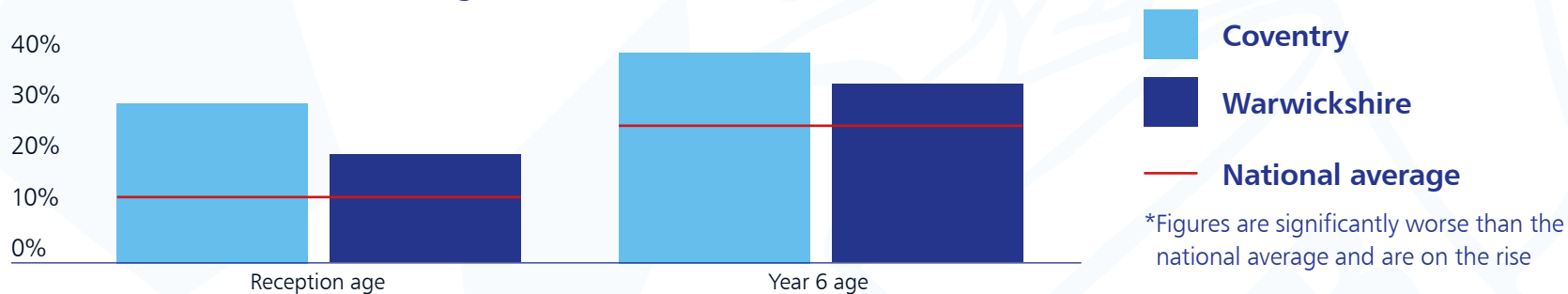


Coventry recently had one of the **worst rates of obesity-related hospital admissions** in the country



62.9% of Coventry adults are classified as **overweight or obese**

% children classified as overweight or obese*

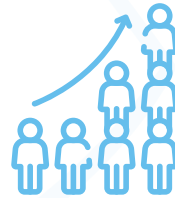


WARWICKSHIRE

UNDERSTANDING OUR COMMUNITIES

20% INCREASE IN
POPULATION BY 2040

(estimated)



62.7%

Working-age

16.7%

Under 16s

20.6%

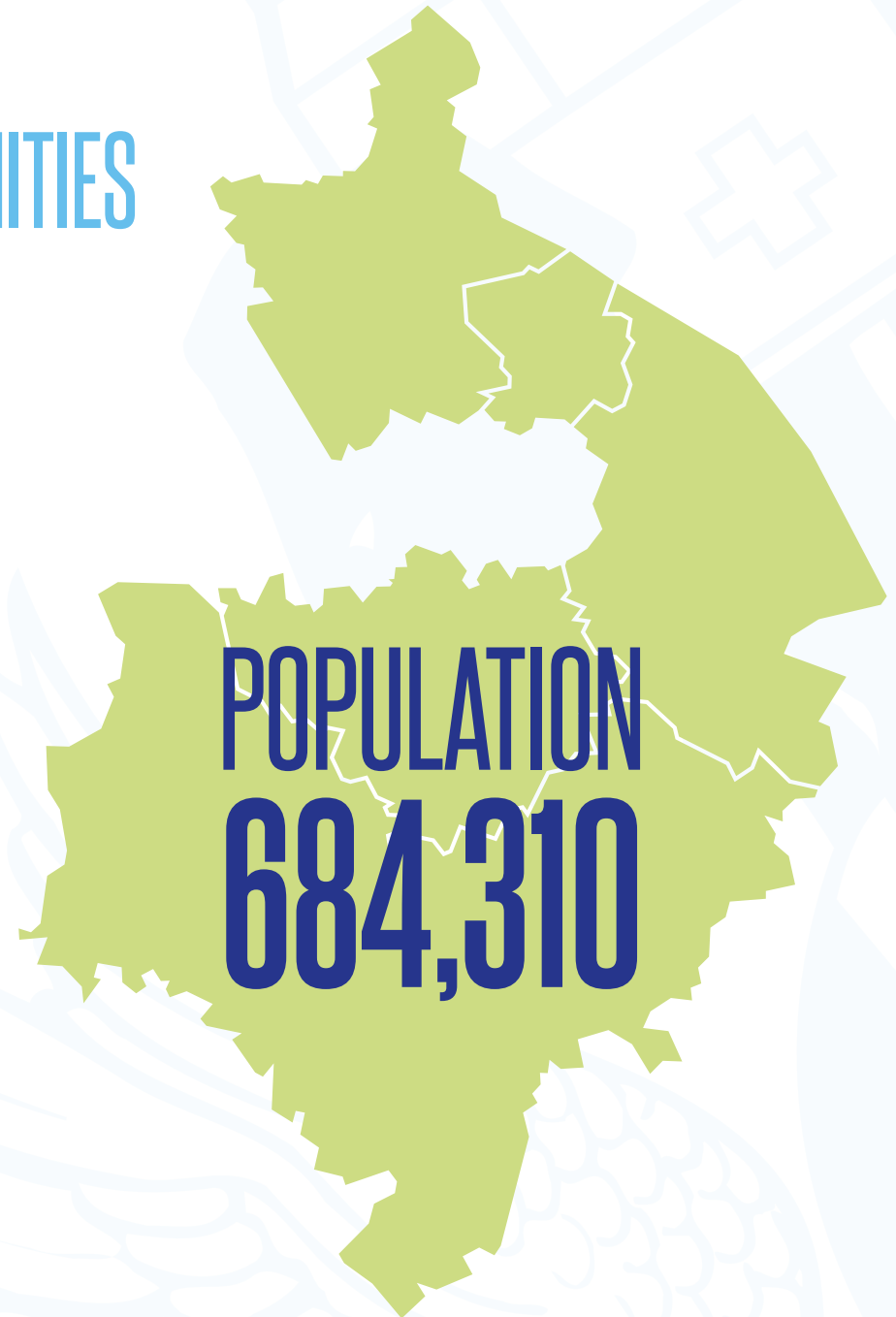
Over 65s



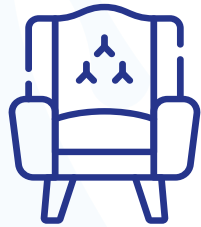
42.7 YEARS

The **median age** of the city is **higher** than the national average

89.1% OF WARWICKSHIRE'S
POPULATION IS WHITE BRITISH



HEALTH



22.4%
of adults are physically inactive



25.9%
of adults are classified as obese



40.22%
of adults are classed as overweight

19.6%

of reception aged children are classified as overweight or obese

35.1%

of Year 6 aged children are classified as overweight or obese



Life expectancy and healthy life expectancy is similar to regional and national averages

INCOME

6

LSOAs in Warwickshire are in the top 10% most deprived in the country

14.2% of children are living in a relative low income family



20.4% of children are eligible for free school meals

2.6% of the working age population claim out of work benefits



HOW WE DEVELOPED OUR STRATEGY

MAKING A DIFFERENCE

When crafting our new strategic plan, our foremost priority was to ensure it was rooted in insights and a deep understanding of the communities we aim to positively impact.

We sought to be thoroughly acquainted with the landscape within which we operate, enabling us to provide the most effective solutions for our communities. This involved extensive consultations over several months with a diverse array of stakeholders, including our workforce, partners, parent club, and beneficiaries. Their input, coupled with local research and data analysis, has empowered us with a comprehensive understanding of the role we must fulfil over the next three years.

The wealth of detailed responses we received enabled us to closely align our strategy, aims, and objectives with the priorities of our key partners and the specific needs of our local communities. Throughout the strategy development process, we actively familiarised ourselves with the strategies of key partners such as Sport England, The Premier League Charitable Fund, the English Football League Trust, and Coventry City Council, among others, and we remain committed to this collaborative approach throughout the lifecycle of our strategy.

Following the thorough consultation and analysis undertaken, we are immensely proud to unveil our new Strategic Plan for 2024–2027: “Making a Difference.”





BETTER TOGETHER

We are focused on building partnerships, ensuring we tackle our community's challenges together



STRONG FOUNDATIONS

We are dedicated to implementing sustainable solutions and interventions that can stand the test of time



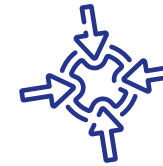
FACTS MATTER

We are driven by data and insight, valuing research



ALWAYS LISTENING

We are collaborative and consultative with our key partners and community



CHANGE MAKERS

We are motivated by tangible, inarguable social impact



PRO-ACTIVE PEOPLE

We are agile and responsive to the changing and evolving needs of our community



FUTURE FOCUSED

We are forward-thinking, approaching challenges with innovative solutions



HOW WE WILL DELIVER OUR STRATEGY

OUR GUIDING PRINCIPLES





VISION, MISSION, VALUES AND ENABLERS

OUR VISION

A prosperous and vibrant Coventry and Warwickshire, where every individual can achieve their fullest potential, leading to healthier and happier lives.

OUR MISSION

We are committed to harnessing the power of sport and utilising Coventry City Football Club's unique influence and appeal to develop and deliver high-quality community programmes, forming strategic alliances that empower the people of Coventry and Warwickshire. By providing meaningful opportunities for improved health and wellbeing, enhanced social inclusion, reduced crime involvement, and expanded access to education and training, we will **#MakeADifference** in our city and county.

OUR VALUES



Ambitious



Passionate



Honest



Innovative



Community Focused

OUR STRATEGIC PILLARS



Health and wellbeing

We will play our part, standing shoulder to shoulder with a host of partners, in combatting the social challenges that currently risk the health and wellbeing of Coventry and Warwickshire's most underrepresented communities. We will strive to deliver top quality, engaging and impactful community-based programmes that support members of Coventry and Warwickshire to pursue a happier and healthier life and tackle a wide range of existing and emerging Public Health and social issues.



Education, training and employment

We will be integral in improving the training and employment opportunities available in Coventry and Warwickshire by inspiring our community, helping to provide the tools, experiences and guidance needed to build and sustain prosperous careers.



Social inclusion, community cohesion and participation

We will create a more cohesive and inclusive Coventry and Warwickshire by delivering barrier-free programmes and projects that break down social barriers and encourage people to live harmoniously. We will create opportunities to participate in physical activity, enabling everyone to access the benefits of regular exercise in an unjudged, welcomed and inspiring way.



Sports facilities and community assets

We pledge, off the back of a comprehensive understanding of our communities and their individual needs, to measurably increase the availability and quality of the spaces where physical activity and healthy living find a home. Our commitment extends to promoting equitable access to sports facilities across our city and county, acknowledging and accommodating the diverse needs of individuals aspiring to pursue their sporting passions, fitness goals, or simply seeking a nurturing environment to embrace a healthy lifestyle and well-being, without fear of judgment.



Challenging ourselves, developing our people and growing our charity

We simply could not have achieved the impact we have without the dedication and expertise of our people, working tirelessly to support our local communities. In expanding our scope and deepening our offer, we also need to invest in our people, our organisation and infrastructure. We will ensure that our infrastructure and resources match our ambition, and our staff are representative of our community, ensuring they have access to high quality learning and development opportunities, enabling them to learn new skills and realise their own potential.

OUR ENABLERS

- Operational Excellence
- Revenue Diversification and Financial Sustainability
- Robust Monitoring and Evaluation Frameworks
- Effective Organisational Structure and Governance
- Continuous Learning and Development Initiatives
- Strategic Partnerships and Stakeholder Engagement
- Creative Branding and Outreach



STRATEGIC FOCUS AREA

HEALTH AND WELLBEING



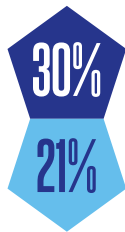
The Challenge

Whilst Coventry and Warwickshire might be seen as an affluent and socially advantaged society, significant areas within our geographic area fall below national health and wellbeing averages. Detailed below are statistics that explain the challenges faced by our communities.



Overall levels of **health and wellbeing** in Coventry are **lower** than the national average

- > In Coventry and Warwickshire those living in more deprived communities not only live shorter lives, but also spend a greater percentage of their lives in poor health.
- > In recent years, Coventry has had one of the worst obesity-related hospital admission rates in the country.



In Coventry over 30% of reception aged children are classified as overweight or obese. In Warwickshire, 21% of reception aged children are overweight or obese.



In Coventry, over 40% of year 6 aged children are classified as overweight or obese and in Warwickshire over 35% of year 6 aged children are classified as overweight or obese, which is significantly worse than the national average and these statistics are on the rise

84,000

In Coventry and Warwickshire 84,000 people have a common mental health issue at any one time, which includes over 11,000 children and young people living with mental ill health.

60,000

It is anticipated that across Coventry and Warwickshire there are 60,000 people living with depression and 3,000 people living with a psychotic issue.

X2

The prevalence of dementia is expected to double by 2030.

Our Pledge

We will play our part, standing shoulder to shoulder with a host of partners, in combatting the social challenges that currently risk the health and wellbeing of Coventry and Warwickshire's most underrepresented communities. We will strive to deliver top quality, engaging and impactful community-based programmes that support members of Coventry and Warwickshire to pursue a happier and healthier life and tackle a wide range of existing and emerging Public Health and social issues.

Our Goal

In an ideal world, we would actively contribute to solving all the health and well-being issues identified above. However, we acknowledge that a more focused and in-depth approach, within targeted communities, will deliver more meaning and sustainable impact. Using our existing and new interventions, we will seek to deliver measurable and positive change within childhood and adult obesity, mental health and dementia care.

Our Objectives

- Establish a benchmark relating to our targeted communities and programs through which we can measure our impact and be agile in the delivery and targeting of our support.
- Implement a concise impact measurement framework and report on an annual basis on the progress made and the impact delivered.
- Collect and evaluate feedback from our beneficiaries, using this information as the foundation for continuous improvement and offer development.
- Utilise increased data and insight into our targeted communities to enhance existing or create new tailored programmes/activities that align with the specific needs of our people.
- Deploy our Joy of Moving and Premier League Primary Stars programmes within Coventry and Warwickshire targeted primary schools to support nutritional awareness, amongst teachers, parents and pupils and through this, help to reduce levels of childhood obesity.
- Maximise the impact of our physical activity on referral schemes within Coventry and Warwickshire's targeted communities to increase awareness amongst adults of the key components and benefits of a healthy lifestyle, therefore reducing adult obesity.
- Increase the reach and impact of our Dementia Active programme across Coventry and Warwickshire, improving the lives of people living with Dementia and supporting their care network.
- Expand on the impact and build on the learning from our successful MenTalk and WomenTalk programmes, to deepen our mental health provision and activities within Coventry and Warwickshire's targeted communities.
- Continually explore and pursue new funding sources and programme opportunities that add value and help us to expand our impact and reach across our geographic catchment.
- Share our impact with key stakeholders, funders, and the local community to enhance our reputation, creating more partnerships and opportunities for co-delivery.
- Work collaboratively with the club to raise awareness of the benefits of sport and physical activity in relation to improvements physical health and mental health.
- Utilise key strategic health-related partners to deliver powerful health awareness messages, signposting and activities across all our communities.

Our Outcomes

Through our targeted programs and interventions, we will help to:

- ↓ Reduce the levels of childhood obesity amongst participants within our targeted communities
- ↑ Increase the awareness of adult obesity and the tactics to reduce it
- ↓ Reduce the pressure on local health services
- ↓ Reduce the levels of serious mental health issues, self-harm and suicide
- ↑ Improve the quality of life for those living with dementia and provide much-needed respite for their carers

Alongside our partners and communities we will contribute towards:

- ↑ An increase in life expectancy and healthy life expectancy
- ↑ An increase number of people meeting recommended levels of exercise and physical activity
- ↓ A reduction in health inequalities amongst our communities
- ↑ An increase the number of people recognising the importance of physical and mental health and how to achieve improvements in these
- ↓ A reduction in preventable health issues caused by poor lifestyle choices



STRATEGIC FOCUS AREA

EDUCATION, TRAINING AND EMPLOYMENT



The Challenge

6% The unemployment rate in Coventry is 6% which is higher than the regional and national average.

5.8% of the working age population in Coventry are claimants of universal credit and job seekers allowance.

10,000 Nearly 10,000 people claim out of work benefits in Warwickshire.

17% of households in Coventry have no working age adults currently employed within them.

10% of the Coventry working age population and 5.3% of the Warwickshire population have no formal qualifications.

3% of 16–17-year-olds in Coventry and Warwickshire are currently classified as NEET.

43.3 The average attainment 8 score in Coventry is 43.3 which is lower than the regional and national average. There is a significant attainment gap in Warwickshire's deprived communities where on average only 22% of students achieve a grade 5 and above qualification.

Our Pledge

We will be integral in improving the training and employment opportunities available in Coventry and Warwickshire by inspiring our community, helping to provide the tools, experiences and guidance needed to build and sustain prosperous careers.

Our Goal




In a limitless world without constraints, our efforts would tackle the challenges in Education and Unemployment within our community. Nevertheless, we recognise the need for a more focused approach to yield substantial, measurable impact. Therefore, our approach is to concentrate on enhancing our targeted community's educational attainment, accreditation achievement and work readiness.

Our Objectives




- Establish a benchmark relating to our targeted communities and programs through which we can measure our impact and be agile in the delivery and targeting of our support.
- Implement a concise impact measurement framework and report on an annual basis on the progress made and the impact delivered.
- Collect and evaluate feedback from our beneficiaries, using this information as the foundation for continuous improvement and offer development.
- Utilise increased data and insight into our targeted communities to enhance existing or create new tailored programmes/activities that align with the specific needs of our people.
- Create a defined target list to grow school-centric intervention and programmes that meet local need in Coventry & Warwickshire's most deprived areas.
- Connect with local schools, colleges and local authorities to better understand the support that young people need to raise their aspirations and make them more employable.
- Connect with local authorities across Coventry and Warwickshire to better understand the barriers facing those furthest from employment and develop clear pathways and programmes for young people and adults to secure meaningful employment.
- Deepen the impact of our Premier League Primary Stars program by better inspiring primary school children in everything from English and Maths to teamwork, PSHE and sport by providing sports coaching, mentoring activities, educational competitions and cross-curricular teaching resources for schools.
- Enhance and boost the accessibility and reach of our suite of volunteering opportunities directed toward our targeted communities.
- Enhance and boost the accessibility and reach of our suite of apprenticeship opportunities directed toward our targeted communities.
- Utilising enhanced promotion, communicate the benefits of the University of South Wales and EFL Trust partnership degree centred around sports coaching and development, leading to increased uptake from our targeted communities.
- Utilising insights gathered, design and establish a suite of adult employability programmes that provide people with the skills, experience and qualifications they need to move into the world of work.
- Establish a partnership with a qualification centre to deliver inspiring accredited qualifications to increase the number of high-quality, nationally recognised qualifications we provide for our targeted communities.

Our Outcomes

Through our targeted programs and interventions, we will help to:

-  Increase the number of people holding formal qualifications
-  Increase the number of opportunities for those in unemployment
-  Increase the employment aspirations and confidence of individuals from within our targeted communities

Alongside our partners and communities we will contribute towards:

-  A reduction in unemployment levels amongst our communities and improved educational attainment
-  A reduction in protracted periods of time spent in poverty
-  Creating a network of young people with greater life skills, motivations and aspirations to succeed





STRATEGIC FOCUS AREA

SOCIAL INCLUSION, COMMUNITY COHESION AND PARTICIPATION



The Challenge

2nd Coventry's population is growing, changing and extremely diverse. In the last 10 years, Coventry has become the second fastest growing local authority outside of London.

15,000 Of children in Warwickshire live in low-income families and Nuneaton and Bedworth is home to almost a third of these.

1/5 Nearly a fifth of neighbourhoods in Coventry are in the top 10% most deprived in England. 21.4% of children and young people in Coventry are from low-income families.

30,000 In Coventry and Warwickshire, there are over 30,000 free school meal-eligible pupils – higher than the national average.

Over 1/3

Over a third of the Coventry population is from a Black or ethnic minority background.



Coventry has a crime rate of 111 crimes per 1,000 population.



The percentage of physically inactive children and adults in Coventry is higher than the national and regional average and is worsening.

Our Pledge

We will create a more cohesive and inclusive Coventry and Warwickshire by delivering barrier-free programmes and projects that break down social barriers and encourage people to live harmoniously. We will create opportunities to participate in physical activity, enabling everyone to access the benefits of regular exercise in an unjudged, welcomed and inspiring way.

Our Goal

With boundless resources and manpower at our disposal, achieving a crime-free, seamlessly integrated, and socially inclusive Coventry and Warwickshire would seem entirely feasible. However, we acknowledge the importance of directing our efforts towards specific areas that will concretely enhance our city and county. Therefore, our strategy entails prioritising initiatives aimed at reducing crime and antisocial behaviour, fostering sports participation, and fostering greater cohesion within our targeted communities for sustainable, lasting impact.

Our Objectives

- Establish a benchmark relating to our targeted communities and programs through which we can measure our impact and be agile in the delivery and targeting of our support.
- Implement a concise impact measurement framework and report on an annual basis on the progress made and the impact delivered.
- Collect and evaluate feedback from our beneficiaries, using this information as the foundation for continuous improvement and offer development.
- Utilise increased data and insight into our targeted communities to enhance existing or create new tailored programmes/activities that align with the specific needs of our people.
- Utilising increased data and insight into our catchment, better target and deepen the impact of our Premier League Kicks and Step Together programmes toward communities of high crime or deprivation.
- Enhance the visibility and accessibility of our football development and sports participation programs, ensuring that available opportunities to participate in sports are clear for our targeted communities.
- Champion and expand the scope of Coventry City Council's Health Access Refugee Programme (HARP) toward our targeted communities.
- Expanding our volunteering network to offer unique opportunities to our community, empowering individuals to play a vital role in fostering cohesion and inclusion within their community.
- Leverage our platform and the reach of the club to conduct workshops within local communities, utilising football and sport as effective engagement tools to promote equality, diversity, and inclusion.
- Utilising insights gathered, design and establish a suite of adult employability programmes that provide people with the skills, experience and qualifications they need to move into the world of work.
- Utilising new insight into our targeted community, bring people together with a newly developed suite of community programmes, that aim to reduce crime and antisocial behaviour, boost community cohesion and participation in healthy, active lifestyles.
- Continually support and amplify local and national messaging campaigns on key societal issues.

Our Outcomes

Through our targeted programs and interventions, we will help to:

- ↓ Reduce crime and antisocial behaviour within our targeted communities
- ↑ Increase levels of social interaction, community cohesion and sense of belonging within our targeted communities
- ↑ Increase the levels of sports participation and physical activity in our targeted communities

Alongside our partners and communities we will contribute towards:

- ↑ Increased levels of confidence, self-esteem, and resilience amongst those considered disengaged or disinterested
- ↑ Increasing the understanding and appreciation of the importance of equality, diversity and inclusion
- ↑ An improvement in quality of life across Coventry and Warwickshire



STRATEGIC FOCUS AREA

SPORTS FACILITIES AND COMMUNITY ASSETS



The Challenge

In our communities, there exists a stark disparity in the accessibility of top-tier community assets and sports facilities.

This glaring inadequacy of suitable spaces presents a formidable barrier to delivering impactful community sport and physical activity programs. Consequently, a significant portion of our communities are being deprived of the opportunity to embrace healthy and active lifestyles.

Confronting this challenge head-on is paramount, as it holds the key to unlocking opportunities for more individuals to engage in sport and physical activity thereby nurturing a profound sense of communal well-being and fulfilment.

Our Pledge

We pledge, off the back of a comprehensive understanding of our communities and their individual needs, to measurably increase the availability and quality of the spaces where physical activity and healthy living find a home. Our commitment extends to promoting equitable access to sports facilities across our city and county, acknowledging and accommodating the diverse needs of individuals aspiring to pursue their sporting passions, fitness goals, or simply seeking a nurturing environment to embrace a healthy lifestyle and well-being, without fear of judgment.

Our Goal

In an ideal scenario with boundless resources, our attention would undoubtedly lean towards expanding the array of sports facilities to address the deficit in our communities. Nevertheless, we recognise the necessity of strategic allocation to areas where we can yield the greatest impact. Hence, our strategy focuses on ensuring all current facilities are open and available for community use, particularly in instances where such access is presently limited. We also commit to enhancing the quality of existing facilities and developing new facilities through strategic investments in response to evident demand.

Our Objectives

- Establish a comprehensive research initiative in partnership with our community network to identify gaps in the provision of sport and physical activity facilities aligned with community demand.
- Develop a targeted Facility Investment Plan driven by insights gleaned from our community research, setting ambitious fundraising targets and solidifying commitments to refurbish, revitalise, or construct new facilities that cater to identified need within our targeted communities.
- Pursue diverse funding streams in collaboration with our partners, leveraging grant opportunities, forging new corporate alliances, and implementing impactful fundraising campaigns to support our Facility Investment Plan.
- Implement a proactive approach to financial sustainability by cultivating a dedicated facility fund within our charity reserves, ensuring the availability of match funding to facilitate the refurbishment or development of facilities in alignment with community requirements.
- Continuously optimise facility utilisation and community impact by routinely gathering insights from targeted communities, enabling the design and delivery of tailored activity programmes that address specific community needs effectively.
- Actively seek opportunities to operate and manage both existing and newly-established sporting facilities in partnership with relevant stakeholders.
- Capitalise on the state-of-the-art facilities offered by the CBS arena to enhance the scope and quality of our community programmes, maximising the benefits derived from these resources for the communities we serve.

Our Outcomes

Through our targeted programs and interventions, we will help to:

- ▲ Measurably increase the level of access to safe, sports facilities for our targeted communities
- ▲ Increase levels of social interaction, community cohesion and sense of belonging within our targeted communities
- ▲ Increase the levels of sports participation and physical activity in our targeted communities

Alongside our partners and communities we will contribute towards:

- ▲ An increase in life expectancy and healthy life expectancy
- ▲ An increase number of people meeting recommended levels of exercise and physical activity
- ▼ A reduction in health inequalities amongst our communities
- ▼ A reduction in preventable health issues caused by poor lifestyle choices
- ▲ Increased levels of confidence, self-esteem, and resilience amongst those considered disengaged or disinterested
- ▲ An improvement in quality of life across Coventry and Warwickshire



STRATEGIC FOCUS AREA

CHALLENGING OURSELVES, DEVELOPING OUR PEOPLE AND GROWING OUR CHARITY



The Challenge

To ensure that our strategic objectives can be achieved, we need to challenge ourselves and our people to continuously improve, develop and represent our local communities.



Our Pledge

We simply could not have achieved the impact we have without the dedication and expertise of our people, working tirelessly to support our local communities. In expanding our scope and deepening our offer, we also need to invest in our people, our organisation and infrastructure. We will ensure that our infrastructure and resources match our ambition, and our staff are representative of our community, ensuring they have access to high quality learning and development opportunities, enabling them to learn new skills and realise their own potential.

Our Goal

Our People:

A skilled, diverse and passionate workforce who feel valued and are capable of understanding and inspiring our beneficiaries to reach their full potential.

Our Charity:

A well-governed and sustainable organisation that can deliver on its goals and truly demonstrate the breadth of work it delivers and the impact it makes.

Our Objectives

- Align with EFL Trust and PLCF Capability Code of Practice and regulatory requirements to reinforce our commitment to operational excellence and industry standards.
- Champion a culture of safety and inclusivity, ensuring a welcoming environment for all.
- Implement proactive measures to mitigate risks and safeguard our charity's reputation while promoting a culture of health and safety.
- Establish rigorous quality assurance protocols to uphold the highest standards of service delivery and program effectiveness.
- Continuously innovate and adapt to the emerging needs of our targeted communities and opportunities to drive meaningful impact and growth.
- Embed environmental sustainability practices into our operations, contributing to broader climate action goals and social responsibility.
- Strengthen financial stewardship practices to optimise resource allocation and ensure long-term financial sustainability.
- Diversify funding streams and pursue strategic investments to expand programme offerings and community impact.
- Celebrate and foster diversity, equity, and inclusion across all facets of our charity to reflect and serve the communities we engage with.
- Implement evidence-based methodologies to track and measure the effectiveness of our programs and initiatives.
- Invest in robust data analytics and insights to drive informed decision-making, enhance program outcomes and demonstrate the value, effectiveness and social impact of our interventions in the communities we serve.
- Enhance digital capabilities to improve accessibility and transparency, facilitating greater engagement with stakeholders and beneficiaries.
- Elevate organisational visibility and brand awareness to position ourselves as a leader and a favoured collaborator in community development beyond the realm of football.
- Craft and implement powerful communications aimed at creating meaningful, continuous engagement with key stakeholders and the communities we serve.
- Cultivate a culture of continuous learning and professional development to empower our workforce and volunteers.
- Establish a talent pipeline through structured training programs to nurture and retain skilled professionals within our charity.

Our Outcomes

Making this strategy, a reality.





sbitc@sbitc.org.uk
02476 786 349

Registered Charity Number: 1127014

www.cafc.co.uk/community

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