Strategic Plan
2017 - 2020
## Strategic Plan 2017 - 2020

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Executive Summary

We know that professional football clubs have a way of engaging people that other organisations struggle to do. This puts us in a unique position to address local priorities and national issues using the branding of the football club to impact positively in our community. We see it as our responsibility to utilise our position for the benefit of the local community across Coventry and Warwickshire and have a positive impact in our local area.

With that in mind, the vision for the organisation is ‘Change lives in our local community’

This vision is supported by our organisational mission statement, which is ‘Use the reach and appeal of Coventry City Football Club to make a difference to the lives of people across Coventry and Warwickshire’

We are actively looking to contribute to local, regional and national priorities, using Coventry City Football Club to positively impact on a range of agendas such as physical activity, health and wellbeing, community safety, community cohesion, employment and skills.

To focus and influence the work of Sky Blues in the Community in achieving our mission and supporting tackling local priorities, our work is categorised under four core themes, each with their own headline goal:

**Sport** – Engage people of all ages and abilities in sport and physical activity

**Health** – Promote healthy behaviours, empowering people to take control of their own health and well-being

**Education** – Inspire learning and personal development to raise aspirations, attainment and achievement

**Inclusion** – Provide opportunities for people and communities that face common barriers

Our aims and objectives are underpinned by a number of company values. These company values inform how we operate, how we communicate and how we conduct ourselves on a daily basis:

- **Enjoy what we do**
- **Deliver our services to the highest standards**
- **Exceed expectations**
- **Be open and transparent**
- **Learn from, and share best practice**
- **Be professional**
- **Provide an excellent experience**
- **Work in partnership**
- **Be honest, trustworthy and act with integrity**

Our primary aim for the organisation over the next three years is to focus on ‘sustainable income’, that is to ensure that we don’t become reliant on grants and we generate more unrestricted income. Unrestricted funding allows us to help improve our infrastructure and gives us more freedom to achieve the objectives outlined in our delivery strategy.

Generating financial sustainability will be achieved in five primary ways – our business plan strategies:

1. Increasing our levels of unrestricted income through **fundraising and sponsorship (Corporate Social Responsibility)**
2. Expanding our **commissioned and consortium income** portfolio, cementing our position as a ‘go to’ organisation for community engagement and delivery
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3. Providing pathways for our beneficiaries that maximises their ‘journey’ opportunities with us and to focus our offer, understanding what we are good at and not trying to be all things to everyone
4. Maximising our unique selling points to increase our market appeal to customers, partners, funders and wider stakeholders
5. Ensuring all of our programmes and activities are financially self-sufficient

These strategies are covered in more detail within our full strategic plan document.

Financial Performance Summary

From 2010 to 2014, the organisation increased its turnover by 112%. The latest financial figures for 2015 saw the income drop from 2014 levels by 2%.

Despite this slight drop in income, the charity is in a healthy financial position. The Directors and trustees have acknowledged the need to diversify the income streams of the organisation, so as not to rely on grant funding, hence our focus moving forward on ‘sustainable income’.

Some of the grant funding accessed by the organisation is linked to Premier League television rights negotiations. A new three-year TV deal has been signed (2016-2019), which will see the organisation approximately double its income from football sources (Premier League Charitable Fund, English Football League Trust).

Market Potential

As the Financial Performance Summary points out, there has been a sustained period of growth for the charity since achieving charitable status in 2008. Increased investment from football sources (e.g. Premier League grants) for the next three years will see the organisation grow in terms of staffing numbers by around 30%. Similarly, the turnover of the charity is expected to increase in 2017 by 25% from 2015 levels.
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Whilst we are widely regarded as leaders in funded-project delivery, much of our focus for grant-funded schemes is Coventry. The catchment area for the organisation is Coventry and Warwickshire, which does provide a significant growth opportunity for project delivery should the opportunities and resources arise. The focus for the charity in terms of grant-funded projects is to ensure that the increased investment from football sources for project delivery sees us deliver well and meet our targets. This in turn will lead to an enhanced reputation and new funding opportunities (including increased investment from the PL in years two and three of the current 2016-19 funding arrangement).

At this time, after such growth in the grant-funded project arena over the last five years, it is felt that a period of consolidation is the most sensible way forward with grants, which will see our focus remain in Coventry.

One significant area of growth for us is work with schools. The government invest significantly in school sport, with a PE School Sport Premium. The average money made available and ring-fenced for school sport is £9,000 per year. One option to schools for spending this money is to buy in external coaching organisations to deliver curricular and extra-curricular sporting provision.

Having a strong schools programme also allows us to cross-sell more effectively and feed people into other paid-for services, such as player development centres, Saturday clubs and holiday courses.

Unlike grant funded projects, both Coventry and Warwickshire do represent an opportunity to increase income from schools, with over 300 schools in our catchment area. This is an active area of focus for us during this next three-year period.

Financial Management and Controls

In order to meet our obligations under the Charities Act 2011, we have to submit full accounts to the Charity Commission within 10 months of the end of our financial year. This deadline has been met for each of our annual returns to the commission.

As of 30th June 2015, only charities with an income of £1m or over legally have to complete a full, independent audit. Whilst we don’t currently fit in with this income bracket, a decision was made by our board or trustees that we would continue to undergo a full annual audit in the interest of best practice.

Our Financial Regulations Manual (last updated in 2015) identifies the role all staff have in effectively managing day to day finances, as well as outlining processes such as cash handling, monthly banking, invoice processes, online banking etc. This ensures a consistent approach to our physically dealing with money and clear financial procedures.

In terms of budgetary management, we have an overall organizational budget completed on an annual basis. Each of our senior management team are given a budget for their area of work, with financial targets included in the relevant staff personal objectives.

We have a part-time bookkeeper that oversees the inputting of all information in to SAGE software accounting, allowing us to accurately monitor our income and expenditure, and performance against budgets for our different areas of work. Responsibility and accountability for monitoring and managing budgets sits with our senior management team and financial targets and reporting on budgets forms part of our appraisal, 1:1 supervision framework and quarterly reporting mechanisms.
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Financial Risk

Every year, the organisation will undertake a financial risk review which takes into account the following:

- Operational risks that may negatively influence financial performance
- A review of financial policies and procedures (as outlined within the Financial Regulations Manual)
- Funding risk register (twice-yearly) to identify risks associated with grant funding streams and steps to mitigate those risks

The financial risk review forms part of the wider charity risk management process, which is monitored through an Organisational Risk Register. This document is designed around the Charity Commission best practice guidance on managing risk within charities and is managed, monitored and reviewed by the Directors, with Risk being a standard agenda item at each trustee meeting.

Governance and Leadership

Day to day the organisation is managed by a Director, supported by a senior team of five managers – one for each of the strategic themes (sport, health, education and inclusion), plus a football development manager. These theme managers are supported by project coordinators and delivery staff. Each role that we have within the organisation has been advertised nationally, with role descriptions that are very specific to each job. This ensures that we have people with relevant qualifications and experience leading and delivering our everyday work – effectively experts in their own field.

From a management perspective, the Director of the charity is accountable to the Board of Trustees, that meets as a minimum on a quarterly basis (minimum total of four meetings plus AGM each year). Trustees come from a variety of sport, business, marketing and community backgrounds, providing a varied skillset to assist the organisations management.

As well as accountability to the Board of Trustees, every year we go through an assessment by the English Football League Trust and Premier League Charitable Fund called ‘Capability Status’. This specification sets out the required standards across 11 key areas.

This process identifies where our organisation is meeting minimum standards and where we are working towards achieving excellence. The minimum standards have been drawn from existing government guidance, the Charity Commission, industry best practice and Premier League requirements. In some cases, existing guidance has been tailored to the specific context of football club community organisations.

Quality and impact

We have a strong commitment to quality across all areas of our organisation – including in the way that we are run and in our project delivery. In the last 12 months we have been involved in a Premier League Quality Improvement Group, which is a small number of football club community organisations looking at how to implement quality and best practice across the 92 professional football club community charities.

Our commitment to quality and how we implement it, is outlined in our Quality Assurance Policy.

We understand the importance of measuring the impact of our work and as such, we have developed an outcomes framework, which allows us to measure our impact on individuals, groups and communities.

We have clear hard and soft outcomes identified for each of our projects and activities, as well as a range of tools and resources that allows us demonstrate the benefits of our work. These are tools are a combination of those that we developed internally, adopted academic methodologies, or established health and education industry frameworks.
1. Strategic Framework

In order for us to execute our strategic and business plan, it is important that we have a strong ‘strategic framework’ that says very simply who we are and what we are here to do.

With that in mind, our vision for the next three years is to ‘Change lives in our local community’

This vision is supported by our organisational mission statement, which is ‘Use the reach and appeal of Coventry City Football Club to make a difference to the lives of people across Coventry and Warwickshire’

We are actively looking to contribute to local, regional and national priorities, using Coventry City Football Club to positively impact on a range of agendas such as physical activity, health, community safety, community cohesion, employment and skills.

To focus and influence the work of Sky Blues in the Community in achieving our mission and supporting tackling local priorities, our work is categorised under four core themes. Each theme has a headline goal:

**Sport** – Engage people of all ages and abilities in sport and physical activity

**Health** – Promote healthy behaviours, empowering people to take control of their own health and well-being

**Education** – Inspire learning and personal development to raise aspirations, attainment and achievement

**Inclusion** – Provide opportunities for people and communities that face common barriers

The Sky Blues in the Community aims and objectives are underpinned by a number of company values. These company values inform how we operate, how we communicate and how we conduct ourselves on a daily basis. The Sky Blues in the Community values are as follows:

- Enjoy what we do
- Be professional
- Deliver our services to the highest standards
- Provide an excellent experience
- Exceed expectations
- Work in partnership
- Be open and transparent
- Be honest, trustworthy, and act with integrity
- Learn from, and share best practice

This framework provides a direction for all staff within the organisation, so they are aware of who we are and what we are here to do.

The organisation has changed and grown dramatically over the last five years. The organisation has moved from a traditional football in the community department with a ‘core’ activity of working with schools, holiday courses and Saturday clubs, and now is a significant contributor to a number of local strategies and priorities that cover our four themes. This has been made possible after a number of successful years attracting in grant funding and increasing our portfolio of projects.

Now we have positioned ourselves as one of the lead delivery organisations in the city, the focus for the next three years has changed in order to ensure that we become financially sustainable and not reliant on grant funding. Underpinning this is ensuring that people are aware of our work and the impact of it – the public and our numerous ‘customer’ sectors.
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We have also decided that we will have more focus and not try to be all things to everyone, as we do not want to dilute the quality of our work. Therefore, we will be identifying and deciding on new opportunities according to if (and how) it fits with this strategic plan and our identified pathways and focus.

When planning or making a decision about delivery of a new project or initiative we will ask ourselves a number of fundamental questions before making a decision:

- Are we the right people to deliver this programme?
- Do we have the expertise?
- Do we have the necessary resources (e.g. staff planning and delivering time, funding)?
- Will we be able to deliver the project successfully and to the highest standard possible?
- Does the project fit in with our charitable objectives and this strategic plan?

This plan outlines in more detail what our areas of growth, focus and development are in order to help us build on the success of the last five years.

**Strategic priorities**

- Generating sustainable income
- Communicating more effectively
- Focus on what we are good at
- Strengthen financial controls and evaluation

2. Business Planning

Financial Performance Summary

**Income & Expenditure**
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From 2010 to 2014, the organisation enjoyed a sustained period of growth, with turnover increasing by 112%. The latest financial figures for 2015 saw the income drop from 2014 levels by 2%. However, this is not a significant concern for Trustees, as the projected income for 2016 would see an 11% increase from the previous year, increasing to 25% by the end of 2017. A large amount of this projected growth can be attributed to an increased level of investment from the Premier League for community projects as part of their 2016-19 ‘solidarity’ package following the most recent round of coverage rights of Premier League games.

Whilst we have been particularly successful with obtaining funding from grant applications during this period, we are conscious that as a business we do not want to become reliant on grants.

The proportion of income from ‘restricted’ funds (i.e. grants) as a part of our total turnover has increased by 10% from 2011 to 2015. Whilst the charity is in a healthy financial position, the Directors and Trustees have acknowledged the need to diversify the income streams of the organisation, so as not to rely on grant funding, hence our focus moving forward on ‘sustainable income’.

Through a partnership with the Cranfield Trust, Sky Blues in the Community have been working with a consultant from a background in the chemical industry with a multi-national corporation. Having an external viewpoint on our business allows us to shape this business plan using an objective, external view of the organisation, how it is run and how we should plan for the future. The process has seen our Senior Management Team adopt a framework and undertake a range of exercises, which have resulted in this focused plan and future direction for the organisation over the next three years.

Our business plan is focussed on the goal of generating ‘sustainable income’ for the next three years.
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There are five principle strategies which each of our four core themes will follow to provide the focus for their particular area of the business. The principle strategies we will follow are:

i. Increasing our levels of unrestricted income through fundraising and sponsorship (Corporate Social Responsibility)

Both fundraising and sponsorship have potential that has not previously been tapped into. Whilst the organisation does have a small number of sponsors, these agreements are generally in place should we be approached by an external partner.

Despite our best efforts, previous endeavours to work more closely with the CCFC commercial department have not yielded any sponsorship of note. As of June 2016, the football club have appointed a new Commercial Director and a key focus for us in the next three years is to work more effectively with the Commercial Director to ensure the work of the community scheme forms part of conversations with potential club sponsors.

In May 2016, Sky Blues in the Community launched ‘The Jimmy Hill Legacy Fund’. This is a fundraising initiative that will help to provide opportunities to improve the quality of life for those who need it most, in memory of the late Jimmy Hill OBE. More details on the Legacy Fund are given in section 5.7 and this initiative will be the primary way that we go about fundraising to support the organisation and its work.

ii. Expanding our commissioned and consortium income portfolio, cementing our position as a ‘go to’ organisation for community engagement and delivery

During the current financial environment, local authority services are being reduced and cut, which represents a couple of opportunities for us.

Firstly, many local authorities are looking at reducing staff numbers and are therefore looking to outsource some of their services. This includes health-related work and youth services. We are in discussions with a local partner organisation that is being commissioned by Coventry City Council to form a youth alliance, with a view to taking on responsibility for some of the work currently undertaken by the Integrated Youth Support Services.

In the last 12 months we have been commissioned by Coventry City Council to deliver a female health and fitness programme, with a contract of £38,000. This money was used as partnership funds for a larger grant application and we were successful in obtaining a grant for £201,000 on the back of this initial contract.

We have successfully won and delivered a number of local authority contracts in recent years and have a track record in delivering value for money, as well as maximising local authority investment by leveraging more funding as mentioned above.

These factors stand us in good stead to benefit from tender opportunities in the future and will be underpinned by the following actions:

- Increasing awareness of our work
- Demonstrating our impact and value for money
- Proactive networking and partnership development
iii. Providing pathways for our beneficiaries that maximises their ‘journey’ opportunities with us and to focus our offer, understanding what we are good at and not trying to be all things to everyone

For the purpose of our business plan, the definition of ‘pathway’ is the journey that people come on with our organisation. From the minute we come in to contact with an individual our aim is now to keep these individuals involved with us by providing different routes for them. Ultimately this leads to us benefiting from more income from each person that takes part in our activity – whether this is by cross-selling paid-for services, or feeding in to projects or activities that have funding attached to them either through grants or commissioned work.

In most cases, each of these pathways has an income for the charity attached to it. By ensuring that new projects, activities and initiatives fit in to our pathway, this helps to ensure that we have long-term ‘customers’ that can feed themselves in to further opportunities within our project and activity framework.

Moving forward we are taking the position that we can’t be everything to everyone and we should therefore focus on projects and activities within our offer that are competitive in the market and attractive for us to deliver. With that in mind, we have undertaken a portfolio analysis which has helped us evaluate our current project and activities under each theme and measured how attractive each activity is to the organisation. The portfolio analysis for each theme appears under the relevant department in section 8.

In terms of measuring this attractiveness, we consider the following questions:
- Whether the activity fits within our charitable purpose?
- How attractive and competitive is our offer?
- Does/ will the activity run at a surplus, deficit or break even?
- Is the activity essential to our activity/ customer pathway?
- Does the activity add value to something else that we deliver?

iv. Maximising our unique selling points to increase our market appeal to customers, partners, funders and wider stakeholders

The process we have undertaken to develop this business plan has allowed us to really focus on what our unique selling points are. Certainly the reach and appeal of the Coventry City brand does provide us with a strong starting point, but with a professional rugby club having recently re-located to the city with a growing community programme and strong PR, we need to ensure that we don’t just rely on our appeal as a professional sports club to drive our business forward.

With that in mind, we have recently undertaken a SWOT analysis (Appendix 1) that allows us to identify our position in the market locally, through identifying what we are good at, what opportunities there are – as well as things we need to be mindful of as an organisation and with the local landscape.

Through undertaking an exercise to identify staff competencies and capabilities, we will also actively promote the range of skills, expertise and qualifications that set us aside from our competitors.
Keeping track of our competitors is essential to continue to review and evaluate our position in the market and that has been addressed through a comprehensive competitor analysis. The value of the Coventry City brand should not be underestimated, so we have enhanced our match day and behind the scenes experiences for customers to provide unique experiences that cannot be replicated by many of our competitors.

Over the last few years we have developed a very strong track record of project delivery and obtaining external grant funding to address local priorities. This has seen us develop an excellent reputation amongst key stakeholders as an organisation that is well run, well managed and achieves its targets. We are also able to demonstrate the impact of our work through a comprehensive monitoring and evaluation frameworks – so funders and commissioners can essentially see the impact of their investment.

Moving in to the 2016-19 period, it is central to our continued growth and success to continue to maximise, focus and promote these USPs to our customers and stakeholders.

v. Ensuring all of our programmes and activities are financially self-sufficient

The growth of the charity and the changing in both financial systems and financial personnel has meant that at times it has been difficult to accurately measure the performance of some of our projects and activities.

When the organisation recruits new members of staff, more often than not the jobs are funded from a number of income streams within the organisation i.e. a percentage of the salary is paid by a number of different projects and activities. Expenditure for services and capital expenditure (e.g. facility hire and equipment) is easier to quantify and break down for individual projects.

In the last 12 months we have put in place a number of new systems to more effectively manage the breakdown of staff wages (full time and casual) across projects. This allows us to more accurately measure the full income and expenditure for each activity and therefore address any financial under-performance.
It is the aim of the organisation that all projects and activities cover their own costs and generate a surplus, or break even at worst. At the same time, each of our five departments (sport, health, education, inclusion and central) have to contribute to central overheads (e.g. office accommodation, professional fees etc.). This full cost recovery model is engrained in to departmental budgets and therefore surplus generated from projects or activities may not represent a profitable activity once full cost recovery contributions have been deducted.

Ensuring that all activities are self-sufficient (covering costs and contributing to central overheads) is essential to ensure a financially stable organisation in the long-term.

**Business plan priorities**

- To diversify and increase the amount of sustainable unrestricted income for the charity
- Implementation of our five business plan strategies
- Have an ongoing process to review performance against our business plan and our goals
- To ensure all staff have personal objectives aligned with business plan objectives for a successful organisation

**3. Infrastructure**

The organisation has continued to evolve over the last three years and as a result we have continuously reviewed our staffing structure, processes and procedures during this period in order to effectively manage that growth and change.

In 2012 we set out on the journey to implement a senior management team of one manager for each of our four strategic themes. Three of these four posts were in place in 2012 and in 2015 we took the decision to recruit for an education manager to complete this process.

Alongside these appointments we have made some changes to the organisation:

- Moved from one ‘Head of Community’ to two Directors
- One Director with a responsibility for Operations, one for Business Development
- Implemented new financial management software and a bookkeeper to manage day to day finances
- Recruited a marketing and design officer
- Reviewed all policies and procedures to ensure bespoke, fit for purpose and up to date policies and procedures
- Adopted a Risk Management framework
- Reviewed our appraisal and supervision systems

In order to reduce the reliance on certain members of staff, we have implemented a gradual hand over of management responsibilities to Senior Management Team, including budget, line management and appraisal responsibilities. The Senior Management team have (and continue) to play an active role in developing and writing the business plan for the organisation for the next three years.

Moving forward to the 2016-19 period and the further predicted growth of the organisation, we are reviewing the staffing structure again. One of the Directors is moving on to a new role, so the organisation will revert to one person leading. In the latter part of 2016, we will be recruiting further senior management positions to provide the necessary support to the managers and Director to manage...
the increased demands on all staff time. This is a key element to our infrastructure development and has been outline further in our Growth Plan document.

**Infrastructure priorities**

In order to help develop our infrastructure, we have identified the following priorities for the next 12 months:

- To review the structure of the organisation and roles and responsibilities of staff to manage our projected growth effectively
- Ensure the back office support is sufficient to help the organisation grow with increased investment
- Fully implement new staff objectives, appraisal and supervision frameworks
- Implement new staff structure to ensure continued growth can be managed and developed effectively

### 4. Financial Management and Control

As an organisation, our financial processes have developed significantly over the last three years. At the start of that period, we were tracking income and expenditure on Excel spreadsheets. The increase in turnover and complexities around grant funding, accrued and deferred income means that we have had to develop new processes and systems to manage this more effectively.

Currently the organisation procures the services of an external bookkeeper to manage the finances of the organisation. In the last 12 months we have reviewed all of our financial processes, including purchase orders and invoicing. Our system is now far more coordinated and more fit for purpose.

Our Financial Regulations Manual outlines the roles and responsibilities of staff (and trustees), as well as highlighting the financial controls and processes that we have in place to effectively manage the finances of the organisation.

With our projected financial growth over the next three years, we have also taken the decision that we need to invest in accountancy support to compliment the bookkeeping systems that we have in place. This will allow us to more effectively

- Manage budgets
- Understand patterns of income and expenditure
- Manage cash flow
- Provide financial accountability for managers and coordinators
- Identify areas of strength or concern
5. Working with Coventry City Football Club

The community team offers a continuous visual presence for Coventry City Football Club, connecting with thousands of supporters of all ages on a daily basis across Coventry and Warwickshire, through working at schools, parks, sports and community centres, and supporting local community events.

Our relationships with Coventry City Football Club in the last 12 months has probably been the strongest it has ever been. We work closely with a number of different departments of the football club (outlined below), whilst a senior representative of the club sits on our Board of Trustees.

5.1 Pathways

Our everyday work in local schools, holiday courses and our Player Development Centres provide an opportunity for CCFC to identify the most gifted and talented players in the local area.

In 2014 our Premier League/ Football League Schools project focussed on a ‘Gifted and Talented’ scheme that saw us deliver in 30 local schools each year to all of years one, two and three before inviting the best players in to a talent programme.

This project offered the opportunity for the football club to have a comprehensive coverage in schools that the club itself does not have the capacity to run.

Our player development centres themselves have over 500 young players taking part each week, whilst we run 14 teams in a regional league. In the five years that the development centres have been running over 200 players have had trials with the Academy and over 55 players have progressed from our development centres in to an Academy.

5.2 Group match day experience

The group match day experience offer sees reduced-price tickets for adults and children and is open to organisations such as local football clubs, cubs/ scouts/ guides etc. and other community groups.

As well as reduced-price tickets, there are a number of elements of the group ticket scheme which make it a unique match day experience for those taking part including:

- Mini-tour of the Ricoh Arena
- Meeting first team players
- Access to family zone activities
- Pitch-side photo opportunity and walk around the pitch
- Guard of Honour on the pitch as the players walk out just prior kick off
- Club/ group information in the match day programme and on the stadium scoreboard
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The Group Match Day Experience is managed and administered by Sky Blues in the Community and any ticket sales are split 50/50 between SBitC and CCFC. This provides not only behind the scenes access to local junior teams and groups, but also unrestricted income for the charity.

5.3 Marketing and communications

Coventry City Football Club are extremely supportive in terms of helping us communicate our messages. We meet weekly with the marketing manager of the club, which ensures that he is familiar with much of our work, our projects and the requirements of funders in terms of acknowledging their support or meeting their targets.

We have our own website (www.sbitc.org), which we have full editorial control of and this allows us to provide a comprehensive overview of our activities. The club also publish our articles on the www.ccfc.co.uk website, which provides a wider audience for our information.

The CCFC marketing and media team also continuously promote our activities through social media (Twitter and Facebook), both by retweeting and posting themselves. The knowledge they have of our activities is primarily through weekly meetings with the marketing manager giving them a good understanding of what we do and when we are doing it.

Alongside websites and social media, as previously mentioned we also have two pages in every home match day programme to promote our projects and activities, as well as the opportunity to deliver showcase events on the pitch at half-time during every Coventry City home fixture during the season.

5.4 Office space

Whilst CCFC do not have office space at the Ricoh Arena, SBitC have our own office in the stadium. With the increase in our match day activities, this is the ideal place to be based for home fixtures. However, in practical terms there are only a limited number of home match days every year.

We recognise that the current office environment isn’t ideal – there is no additional room for desks and we already have more staff than desk space available. The office also doesn’t have windows, so as a working environment it is not a particularly welcoming one, or the most conducive.

The football club itself has staff spread over three different office locations, which is also far from ideal from their point of view. We are currently in early discussions about searching for office space to accommodate the commercial, marketing and ticketing functions of the football club with ourselves.

This would be our preferred office environment. We do need to weigh up the benefits of being located at the stadium, but the traditional benefits (e.g. being able to have large meetings and do stadium tours) are not currently within our gift at the stadium. A shared office with CCFC does offer the chance to further improve communication and understanding with the club – in particular on the commercial side, on the work that we do.

5.5 Player visits

We now oversee and execute all of the Coventry City player visits on behalf of the football club, which allows us to utilise the visits and the associated PR to our advantage for our funded projects, or our paying customers (e.g. schools or holiday courses).

Details of the player visits are regularly posted to the Coventry City and SBitC websites and with a good pool of players and supportive manager, which provides positive PR for SBitC and CCFC.
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5.6 Match day activities

We oversee a number of activities on behalf of the football club and ourselves at each home Coventry City fixture. Whilst the football club operates on a skeleton staff, we support them to ensure we maximise the opportunity to provide an excellent and entertaining match day experience. This has been reflected in the fact the club recently received the Family Excellence Award from the English Football League for the 2015-16 season.

Alongside the Group Match Day Experience that has already been mentioned, we also have the following responsibilities:

- Chaperone the match day mascots
- Provide all ball boys
- Showcase our projects and activities at half-time on the pitch at each home game
- Provide activities and events for flagship campaigns (e.g. Kick it Out)
- Contribute to the match day programme with two Sky Blues in the Community pages for each home programme

By having responsibility for all of these areas, it ensures that we have a strong presence of our staff at home fixtures. In turn this allows us to demonstrate the value of Sky Blues in the Community to the football club, whilst also providing us with a platform to promote our projects and activities, provides access for our beneficiaries and the wider community to get a behind the scenes look at the football club.

5.7 Jimmy Hill Legacy Fund

The Jimmy Hill Legacy Fund is a fundraising initiative that will help to provide opportunities to improve the quality of life for those who need it most, in memory of the late Jimmy Hill OBE.

Jimmy Hill played a huge role during his time with Coventry City, a period which saw him take the positions of Manager, Managing Director and Chairman of the club driving the ‘Sky Blue Revolution’ in the 1960s and 1970s.

Jimmy Hill’s success had a huge impact on the city of Coventry and the Legacy Fund will provide a fitting tribute in his memory, supporting a number of causes that were close to his heart.

The Jimmy Hill Legacy Fund is central to our business plan focus of ‘sustainable income’, as it is fundraising where monies will be technically unrestricted. The organisation will ‘designate’ the funds to certain projects or initiatives, but in accounting terms, any income is not legally restricted for this use.

Income for the Legacy Fund will be raised in the following ways:

Events - the organisation of events overseen by Sky Blues in the Community, or volunteers who wish to organise an event on behalf of the fund (e.g. sportsman’s dinners, quizzes, golf days, three-peaks challenge), with income or sponsorship donated directly to the fund

Auctions - of sporting memorabilia which may be in its own right, or as part of a fundraising event (e.g. player’s shirts or other donated sporting memorabilia)

Fundraising - individuals (e.g. staff, supporters, sponsors or partners) raising money on behalf of the fund – for example by completing the Coventry half-marathon with the Jimmy Hill Legacy Fund being their nominated charitable cause

Donations – members of the public would be able to donate money at any time through a dedicated just giving page, with a direct link embedded in to the Sky Blues in the Community website homepage.

FanFunding – working with a specialist external organisation through their online FanFunding platform (www.tifosy.com) fan funding offers a platform for supporters to purchase unique CCFC experiences.
Strategic Plan 2017 - 2020

The causes that will benefit from the Legacy Fund are:

- To provide activities for children and adults with disabilities (through activities run by SBitC)
- To provide opportunities for disadvantaged children and young people in Coventry and Warwickshire (delivered by SBitC)
- Support and increase the activities on match days in the Sky Blues Family Zone (run by volunteers)
- To provide small grant awards to local voluntary and community organisations

**Coventry City FC priorities**

- Maintain and enhance the strong relationship between CCFC and SBitC
- Continue to work closely and effectively with the CCFC Academy to provide a strong player pathway link
- Work more effectively with the new Commercial Director to maximise sponsorship/Corporate Social Responsibility opportunities for SBitC
- Ensure the Jimmy Hill Legacy Fund becomes a successful fundraising initiative that provides unrestricted income for SBitC
- Continue to deliver and expand the range of match day activities overseen by Sky Blues in the Community (including a Football Stadia Improvement Fund ‘Fans Fund’ bid)
- To work with CCFC regarding office accommodation and to explore a unified office between CCFC and SBitC

6. Governance

The organisation is undergoing something of a transitional period with our Board of Trustees. Since the charity’s inception in 2008, the board has remained very consistent. In the last six months we have had a number of changes to our Board.

The Chairman of the Board has recently resigned due to ill health, so we are currently operating with an interim Chairman. This individual has been involved since 2008, so there is a strong understanding of who we are and what we do.

Our board of trustees is strong and does hold the senior management to account. They play an active role in overseeing the running of the charity (with the exception of operational delivery), and have regular contact with other staff, either through meeting at events or staff giving presentations to trustees on their areas of work.

The board are also fully aware of the requirements of Capability Status and see the process as the main foundation for how the charity is run and ensuring compliance with legal and best practice requirements.

All policies and procedures are agreed and formally adopted by trustees, so they have a real buy-in to the capability status process.

6.1 Skills audit

We now have a skills audit process in place, which has been completed by our existing trustees. The gaps that this audit identifies will inform the nature of individuals that we identify to join the board over the coming months as we go through this process of change with trustees. The Trustee Skills Audit shows how we review the current skills of trustees in order to inform our future recruitment.
6.2 Role descriptions

We have three role descriptions for trustees:

i. Chair of Trustees
ii. Link Trustee
iii. Trustee

These role descriptions outline the roles and responsibilities of the various positions on the board, so staff and trustees know exactly what is expected of them during their time with the charity.

6.3 Induction

We have now formalised the induction of trustees, which is outlined in our Trustee Induction Process document. This is particularly pertinent at the moment with a number of new trustees recently joining the organisation, or currently being recruited.

All Trustees are issued with The Essential Trustee (CC3) guidance from the Charity Commission, so they have official guidance on their role as a trustee, as well as a range of documents and conversations more specifically about Sky Blues in the Community, how the organisation is run, managed and governed.

6.4 Safeguarding

Our trustees do have an understanding of their responsibilities for welfare and child protection and all trustees are given a copy of the ‘Everyone’s Business – Safeguarding for Trustees’ guidance written by Children England (2013).

As part of the ‘Risk’ agenda item at trustee meetings, the subject of welfare and the safeguarding processes we put in place are covered under that agenda item as and when required.

As outlined in our Safeguarding and Welfare policy, the Chair of Trustees is informed about any safeguarding or welfare issues as and when the need arises.

6.5 Risk management

The subject of ‘Risk’ is covered by our Organisational Risk Register.

The Organisational Risk Register covers five key areas of risk for charities, as specified in the Charity Commission Guidance Charities and Risk Management (CC26). The five categories of risk covered are:

i. Governance risks
ii. Operational risks
iii. Financial risks
iv. External risks
v. Compliance with law and regulation

This document highlights potential risks and threats to the organisation – both as a charity in general and more specific threats that are faced by the charity in the local context, along with the steps taken to reduce and mitigate those risks.

The document is constantly updated (minimum of twice each year), with presentations to trustees at two meetings each year specifically on those updates. Any significant risks that come up between trustee updates is covered off with Risk being a standard agenda item at all trustee meetings.
6.6 Conflict of Interest

We have recently adopted a Conflict of Interest policy which sees new trustees declare any interests that may arise, with existing trustees signing a conflict register once a year at the AGM.

Conflict of Interest is also a standard agenda item at each meeting that allows trustees to declare any specific interests that may arise with agenda items for that particular meeting.

6.7 Meetings

Meetings take place quarterly for all trustees, with the annual AGM being held around September each year.

There have been occasions previously when extraordinary trustee meetings have taken place – most noticeably with regards to Coventry City FC being placed in to administration and trustees executing their responsibilities to mitigate any risks to Sky Blues in the Community as part of that process.

6.8 Audit

Since its inception, Sky Blues in the Community has had an annual external audit, undertaken by Dains Accountants and Business Advisors. In March 2015 the basic audit threshold for a statutory external audit increased from £500,000 to £1 million, meaning less charities are required to have their accounts formally audited.

Trustees and the Directors took the decision at the time that the organisation would continue to have an external audit in line with recommended best practice.

6.9 Senior management supervision and support

Over the course of the last few years, the Directors and management of the charity have benefitted from more hands on support from a named trustee.

This ensures that the trustees have a more detailed knowledge of the work of the charity on a day to day basis, as well as senior managers having an opportunity to talk directly two trustees about any issues or ways to improve the workings of the charity if they would prefer to discuss these with someone more independent than the Directors.

This approach has worked extremely well in the last few years – effectively having a ‘link trustee’. The original link trustee was Alan Shaw, who in 2013 became Chairman of the Board and then stepped down earlier this year.

Amongst the responsibilities of the link trustee is to undertake the annual appraisals for the Directors of the charity.

At the time of writing, the Directors are exploring a way to ensure the responsibilities of the Link Trustee are met whilst we continue to recruit for a permanent Chair and new trustees.

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**Governance priorities**

- Ensure Trustee body remains fit for purpose with strong skills-base
- Recruit a permanent Chair of Trustees
- Continuously monitor and mitigate ongoing Risks to the organisation
7. Marketing and Communications

Whilst we have continued to improve over the last three years in this area, at the start of 2016 we invested in a part-time marketing and design officer to help take us to the next level in terms of our marketing and communications.

There has always been an over-reliance on one or two members of staff to market and promote our projects and activities through press releases, website articles and programme articles. With the increasing work of the charity, it has become apparent that the responsibility for this needs to be shared, which will now be done through the new marketing position, as well as targets being given to the relevant staff around promoting their work.

7.1 Design

We now have an in-house designer, rather than outsourcing this at great expense to external companies. Having the facility within the organisation to design flyers, logos and social media banners allows us far greater flexibility and capacity to do this more efficiently and more effectively.

7.2 Social Media

We do have a strong social media presence, but we do feel that this can be further improved. We have invested in the social media planning software Hootsuite, allowing us to manage our twitter and Facebook accounts more effectively and out of normal working hours.

Over the last six months we have also advertised a number of our projects and activities through paid posts on Facebook – whilst we have not yet monitored the net results of this investment effectively.

7.3 Information/ Impact

We continue to be somewhat frustrated at a lack of awareness about the range and diversity of activities that we do, amongst the public and supporters of the club. It is our aim that supporters of Coventry City are proud of the community trust.

We now have a conscious push on getting our information out there, as well as sharing the impact of our work, which is greatly aided by having a designated resource for design and communications.

Traditionally the impact of our projects is only shared with partners and funders as part of our monitoring and evaluation returns. This is something that we will consciously be focusing on sharing with the wider public in the coming years – ultimately increasing awareness of, and the benefits our work.

7.4 Branding

A decision has recently been taken to look in to the branding of the charity and whether a rebrand would be of benefit. The name ‘Sky Blues in the Community’ does not reflect the fact that the organisation is a charity, and to someone not associated with the charity or football club, neither does it indicate that we are the charitable arm of Coventry City Football Club.

With that in mind, we will be working with a Masters student at Coventry University to undergo an exercise to research the impact of name changes (for example using ‘Foundation’ or ‘Trust’ in the title) of club community organisations that have undergone this process.
Strategic Plan 2017 - 2020

With our business plan highlighting fundraising and corporate social responsibility as a priority area of focus for us, this research exercise will indicate whether a change in name and brand will be instrumental in driving this area of the business. Similarly, if it is determined through consultation with partners and stakeholders that the Sky Blues in the Community name is a strong enough brand to create awareness of our work and charitable status, then there is no need to change the name and identity of an organisation with a strong local reputation.

Marketing and communications priorities

- To work with CCFC to effectively promote the work of Sky Blues in the Community through CCFC communication channels
- To develop a full outward-facing strategy document for public consumption to improve understanding of the organisation and our work
- Write and implement and annual communications plan to coordinate and plan our work
- Annual targets to be included in staff objectives to effectively market and promote our activities
- Deliver a series of ‘themed’ awareness events for stakeholders and partners to showcase our work
- More effectively showcase the impact of our work on individuals and communities
- Use analytics to gauge the success of our various marketing and promotional tools

8. Delivery

8.1 Sport

8.1.1 Review

Our traditional ‘core’ activities – but more specifically schools coaching has taken a hit with the Primary School Sport Premium. There are lots of schools (specifically former customers) that are now employing teaching assistants directly to oversee their PE delivery. There is also an increased number of sole traders or small coaching companies that are taking up the market share for this area of work. As a result of this alternative way of delivering and increase in competitors, we our income from schools’ work has reduced over the last three years.

We are currently developing our business plan that changes our offer to focus more on our unique selling points – the club badge, but also the qualifications and experience of our staff. Utilising these skills will see us go more down the route of numeracy, literacy and health delivery – something that many of our competitors do not have the staff skills to do.

We are well positioned in terms of our understanding and involvement in the local and national sporting picture. We have good relationships with Coventry City Council and Coventry, Solihull and Warwickshire Sport (CSW Sport) – the local county sports partnership, as two of the primary key local stakeholders.

We also have a good relationship with Sport England, primarily developed through our women’s health and fitness work.

The Coventry Sport Strategy outlines eight vision aims that contribute to making Coventry a sporting city, which includes sports participation, high quality sporting experiences, coaching and volunteering, talent development, facilities and effective partnerships.
At the time of writing, with our portfolio of projects across the ages, we are one of the biggest single contributors to the Coventry Sport Strategy and have been involved with successful grant applications to Sport England to the tune of just under £500,000 in the last two years.
Strategic Plan 2017 - 2020

8.1.2 Delivering our strategies

i. Fundraising and Sponsorship (Corporate Social Responsibility)

Sponsorship opportunities exist within our sport offer, most notably with our Player Development Centre initiative which has over 500 players taking part each week. This project also offers a successful talent pathway for local young players, with over 70 players from within the development centre initiative moving into professional football club academies. This provides an exciting opportunity to identify and secure sponsorship for a nationally regarded player development scheme that receives significant exposure to the public.

Alongside the development centre as a whole, we run 14 teams that represent the organisation in regional junior football leagues on Saturday mornings. Each one of these teams represents another opportunity for generating sponsorship income.

ii. Commissioned and consortium work

The main opportunity for commissioning within our sport offer is linked with the primary PE School Sport Premium – a government fund that provides local schools with funding that is only to be used for school sport provision.

Our success on securing contracts with schools to deliver activities using the school sport premium has been limited, which has seen a reduction in schools’ income over the last few years. Reversing this trend and securing more commissioned work in schools, links with our strategies around pathways, focus and unique selling points.

iii. Pathways and Focus

In terms of pathways, a number of our ‘core activities’ link in with each other and provide pathways and progression routes – not only in terms of playing football, but also in terms of maximising the income generation from cross-selling.

Cross-selling has not been a strength of ours in recent years, but steps have been taken to improve this, including the implementation of a new customer database management system that keeps records of individuals that attend our ‘core activities’ and allows us to direct market them to promote the other opportunities identified within our cross-selling pathway.

It is also important to share the pathway identified to customers including parents and schools. Pathways demonstrate a level of progression – whether that is continued involvement from taking part in sport at school in to recreational sport and physical activity (and all the benefits that brings) or; parents who wish their children to progress on their football journey and play at the highest standard they can.

In terms of focus, we have undertaken a number of exercises through the business planning process that identify our strengths – either in terms of strong branding, staff expertise and position in market. Interpreting the results of these exercises has informed the areas for us to focus on within our sport delivery.

iv. Unique Selling Points

Moving forward we will focus on our unique selling points, as well as focussing on what we do best. Our PL School Sport programme for the last two years focussed on ‘Gifted and Talented’ football. This is an area where we have ready-made pathways in place through our links with CCFC Academy and our successful Player Development Centres.
Strategic Plan 2017 - 2020

Our USPs for sport are the links with Coventry City Football Club, but also the qualifications and areas of expertise of our workforce. We have a number of degree qualified sport scientists, a qualified teacher and a pool of 18 staff with Level 3 coaching qualifications – which is significantly more than our main football/sport competitors.

The new Premier League Primary Stars concept also underpins our business planning objective of focus on our unique selling points – i.e. staff expertise and moving away from just sports coaching.

We will also focus on what is unique about our offer (our strong coaching team, the CCFC links, the match day experiences we can provide) and sell these strengths more effectively.

Over the last few years, the number of schools that buy-in our services has reduced – primarily due to the governments Primary PE Premium, which gives schools an amount of money for PE. In many cases this has been used by schools to employ teaching assistants to bring their sport provision in-house, therefore reducing our market.

Our schools offer is therefore going to be more focused on numeracy, literacy and health awareness. This utilises the staff expertise and experience that we have and sets us aside from what our competitors are doing.

Our new Premier League Primary Stars project (set to commence in September 2016) not only provides funding to increase the amount of schools that we work in, but also will provide us with bespoke resources for sport, PHSE, numeracy and literacy. It is vital for our sustainable income streams that we utilise the opportunity that the Premier League Primary Stars presents to us to engage schools across Coventry and Warwickshire.

v. Self sufficiency

Tracking the income and expenditure for some of our sport offer has been difficult during our period of growth. As a result, there have been areas of our Sport offer previously that have been break even, or in some cases even running at a small deficit.

New processes and financial support in place allows us to monitor the performance of individual Sport activities more effectively. It is essential to a self-sufficient sport department that areas of underperformance are either addressed, or in extreme cases activities and services cease because they are not financially sustainable.

Sport priorities

In order to deliver our business plan strategies, our priorities for sport over the next 12 months are:

- Refine our schools 'core activity' offer to maximise the opportunities that present themselves with the Premier League Primary Stars project
- Increase awareness of our unique selling points amongst customers (e.g. schools) and stakeholders
- Ensuring customers and stakeholders are aware of our sports participation pathways
- Ensure all aspects of our sport offer are self-sufficient and self-financing
- Identify a lead sponsor for the Player Development Centre programme and individual team sponsorships
Strategic Plan 2017 - 2020

- Continue an active involvement in the strategy for sport in Coventry through the Coventry Sport Network group
- Be more effective in marketing and promoting (including cross-promotion) our sport activities

8.2 Health

8.2.1 Review

Over the last three years, we have been one of the main providers of health awareness and education from primary schools and adult men. We have been very successful in obtaining grant funding to do this work, with the longer-term goal of developing a reputation and track record in the area of health.

This decision has been vindicated when last year we were awarded £38,000 from Public Health Coventry to set up a female sport and physical activity programme, with an agenda on health promotion to teenage girls.

This was the first time that we had received any local funding of note and consequently matched that funding with a grant of £201,604 from Sport England Community Sport Activation Fund.

We are now firmly established as one of the main community health delivery organisations in the area and continue to position ourselves to benefit from any future commissioning opportunities once the full restructure around public health has been embedded in the local area.

Portfolio Analysis - Health

[Diagram showing portfolio analysis with categories for Competitiveness and Market Attractiveness]
Strategic Plan 2017 - 2020

i. Fundraising and Sponsorship (Corporate Social Responsibility)

There are limited options at present to fundraise for our health work, other than working with schools to raise money through sponsored events at the school, with a view to buying us in to deliver a health intervention.

Over the next three years, we should focus on finding a sponsor for our health work, to provide us with unrestricted income to cover the central overheads (i.e. Health Manager). Our project portfolio analysis highlights the range of activities that we do under the health banner, that cover toddlers through to older people.

Our health department is one area where we do have a strong monitoring and evaluation framework that would demonstrate the impact for a sponsor organisation, and the portfolio analysis also highlights our strength in the market in this area.

ii. Commissioned and Consortium Work

In 2015 we were awarded our first commission for a 12-month period by the public health body that sits within the local authority, to fund a girl’s fitness programme. We were subsequently successful in using this as match funding for a grant of £201,604 from Sport England to enhance and extend this programme to three years.

It is important to now build on this relationship with Public Health, as two large grant-funded health projects will cease during the timeframe of this business plan. Representatives from Public Health sit on our project steering group for our female health programme, which ensures they are aware of how we run as an organisation our approach and successes with this project. This continuous dialogue and involvement in the project allows us to work closely with Public Health to put in a strong succession plan for both projects and increase the likelihood of longer-term commissioned income to continue these schemes of work.

With local authority cuts being well publicised, we are aware that commissioned opportunities are likely to come up in the coming months. We have been involved in a number of consultation events on the subject of commissioned services, so are well positioned in terms of links to Public Health and track record of delivery, to put forward a strong case for commissioned work through the local authority.

iii. Pathways and Focus

Moving forward, our health work should focus mainly on delivery that supports the positive change in lifestyle behaviours in line with Public Health Guidelines. Our focus areas for this period are going to be aligned with local health priorities, as this provides the best opportunity for grant or commissioned income.

Children’s Health is a key area for Public Health (however, they commission the local authority Be Active Team to focus on this). The +Sport Move and Learn project has long-term potential with investment from Ferrero and it is important to remain part of a national programme. For schools, our internal Fit4Life healthy schools project has now been aligned to the national curriculum for KS1 (the existing programme focussed on KS2), which opens a whole new market for paid-for health delivery within primary schools.
Our other area of focus will be adult males. Nationally, there is a national campaign called ‘One You’ – which is the first ever nationwide campaign to address preventable disease in adults. By becoming a strong advocate and supporter of this campaign, our unique route to the target market and success in engaging adult men and women in our project activities, this positions us as an attractive organisation to work with.

iv. Unique Selling Points

As a charitable organisation, we are one of the largest deliverers of community health interventions in the area. The typical demographic of football supporters are adult males, which is why previously we have focussed on delivering health interventions to this group. This is a group that traditionally does not engage with health services, but we have proven that we can attract adult men in to our work and then share health messages and disseminate information to them.

Men’s Health is probably where we are most unique when compared with other lifestyle services within the City. We are engaging what others typically see as a hard to reach group (men) when it comes to health promotion. We also potentially have access to thousands of men at CCFC fixtures which we could utilise more.

We should also take a stance on health promotion (events and campaigns) and utilise the CCFC and match days more to do this. Working with us for match day promotion as opposed to linking with the commercial department represent a cheaper alternative for Public Health.

v. Self-sufficiency

The nature of our health-based work is that it is primarily grant funded and therefore are self-sufficient by their nature. During the period that this strategic plan covers, we do have two large grants that will come to an end. Whilst there is a chance of one or both of them being re-funded with another grant, we should focus on sponsorship and commissioned work to make the health department self-sufficient.

Alongside grant funding, there are a number of areas that allow us to generate a supplementary income to achieve this self-sufficiency.

Our Smoothie Bikes generate a small income each year through hiring them out for local events. New businesses and organisations continue to contact us about attending events and with proper promotion we could increase the income associated with the bikes in order to contribute more to central health costs.

Linked in with sponsorship, we will look at providing workplace information and workshops for staff, which would be chargeable to local businesses. In recent years we have done a number of these types of events and this can be an area that is more actively pursued.
Strategic Plan 2017 - 2020

Health priorities

- Continue to be on the radar of Public Health in Coventry (with a potential to work more closely with other local authorities) attending key meetings as and when required, sharing reports and outcomes from projects as well as hosting a health event to showcase projects.
- Ensure we stay up-to-date with changes in health priorities for the local area and ensure work is aligned with these priorities – monitoring and updating information on a regular basis (quality assurance and best practice).
- Work more closely with CCFC and maximise opportunities to engage men in health related initiatives.
- Provide internal training opportunities for SBitC staff to be confident in giving health information and supporting genuine behaviour change.
- Monitor and evaluate projects effectively to be able to produce accurate and meaningful reports, infographics and case studies to raise awareness of the impact of our work and as a basis for applying for further funding.

8.3 Education

8.3.1 Review

This is a new area of work for us, having taken the decision to invest in recruiting an education manager in the summer of 2015.

With SBitC not being involved in either the EFLT Futsal or National Citizen Service projects, it meant that our education delivery and income was minimal.

We already had a successful BTEC Football Education programme in place with a college in Coventry, although our involvement was very arm’s length. Our other education delivery had been limited to FA coaching courses and training young people engaged in projects such as Kicks.

We had piloted an alternative curriculum project with two local secondary schools, but didn’t have the staff time or resources to really push this piece of work.

The recruitment has allowed us to allocate resources to develop schemes of work and start to deliver in schools, ultimately commencing a portfolio of delivery under our education theme.

We now have an education sponsor – which subsidises the cost of our education manager and over the last 10 months we have now developed an offer around the following:

- Literacy (Premier League Reading Stars)
- Numeracy (Chairman’s challenge)
- Alternative Curriculum (primary and secondary schools)
- Step in to Sport – (BTEC Level 1)
- Coach education – (contract to deliver FA coaching qualifications)
Our new portfolio and track record with education in this brief time has opened up a number of other opportunities for us, namely:

- A new college BTEC partnership with Warwickshire College, which increases our geographical coverage for BTEC programmes
- Early discussions about Foundation degree courses with two FE/HE institutions
- Working with a local Academy to take on delivery of their BTEC Sport course
- A successful European Social Fund bid to work with unemployed young people aged 19-25

### Portfolio Analysis - Education

![Portfolio Analysis Diagram]

i. **Fundraising and Sponsorship (Corporate Social Responsibility)**

We do currently have an education sponsor, in an arrangement that runs until October 2017. We will be working to ensure that the sponsor receives suitable exposure from our education work and generates enough new business from their agreement with us to want to continue the arrangement.

We have also worked with a small number of schools to raise funds that allow them to buy us in to deliver various education-themed projects and activities. This is something that has worked very successfully with that small number of schools, so with an increased capacity to deliver educational activities in schools as part of our growing staff infrastructure, this allows us to more actively pursue fundraising within schools to procure our education services.

ii. **Commissioned and Consortium Work**

We have made significant strides in our education offer in a short space of time and we need to ensure that we increase awareness of our work with key stakeholders (e.g. local authority) and demonstrating the impact of our work on individuals within our pathway.
Strategic Plan 2017 - 2020

Our focus over the next 12 months will be to deliver a successful employability programme as our first piece of commissioned education work. A strong project coupled with a strong case highlighting the impact of this work will position us as a strong organisation to work with on the education and training agenda.

There has been significant European investment in employability in Coventry and Warwickshire, due to the levels of young people that are not in education, employment or training. There are several lead contractors who have been successful with attracting large amounts of this European funding, and we will be working to establish new partnerships with these organisations, with a view to becoming a commissioned delivery partner.

iii. Pathways and Focus

During our business planning process, we have put together a strong pathway to provide an educational journey across our projects and activities.

In short, our aim with education is that any young person that joins in with activities across our projects and themes, can embark on a personal development journey that can entail volunteering, gaining coaching qualifications, attending college and/ or university, apprenticeships and employment.

Most of these pathways provides a form of income generation for us for example our delivery of FA coaching qualifications and sports leadership; college partnerships with Warwickshire College and Henley College; employability programme.

At this time, we don’t run an apprenticeship programme, but we have commenced discussions about running our own apprenticeship scheme where we take on the teaching and mentoring element, as well as becoming the employer. With our means of engaging young people (e.g. through Kicks, player development centres or college programmes) we have a ready-made pool of young people that could feed in to a comprehensive apprenticeship programme.

With apprenticeships being high on the agenda for the government over the next few years, this will be our biggest area of focus for this planning period.
iv. Unique Selling Points

For example, the levels of attainment amongst working class white british boys in numeracy and literacy are significantly lower in parts of the city than girls, or other ethnicities. The attraction of football for White British boys provides us with a fantastic platform to engage them where traditional educational services can’t.

This USP, along with a host of resources and research from the Premier League and National Literacy Trust through the Premier League Reading Stars project is what makes us stand out from competitors. We have also developed other primary education offers around:

- Numeracy
- Enterprise
- ‘Alternative’ curriculum (working with challenging young people off timetable)

The educational pathway that we have identified does not include the schools-based work that we do. Whilst our ‘Raise Your Game’ alternative curriculum project does offer a referral mechanism for our pathway, projects like Premier League Reading Stars, Chairman’s Challenge and now the national and high profile Premier League Primary Stars project do offer us an opportunity to present a strong and unique offer to schools.

v. Self-sufficiency

Our education offer has only been in existence for 12 months after a decision by trustees in 2014/15 to underwrite the cost of forming an education department. This decision was taken with a view to the department becoming self-sustaining after 12 months.

Education was our first department to have a headline sponsor and many of the other education programmes that have been mentioned within this section generate an income, with overheads generally being limited to staff time (and contribution to central costs).

With our education offer still being in it’s infancy, it is important that we increase awareness of our new education offer. At times this may mean running some project or activity at break-even, but the financial impact of this type of activity will be mitigated through significant income generated through successful college education programmes and a sponsorship arrangement contributing to the staff costs.

**Education priorities**

- Establish a successful partnership with Warwickshire College to deliver a BTEC programme for the Warwickshire catchment area
- Position ourselves strategically with key stakeholders (colleges and local authorities) to benefit from future funding opportunities
- Increase awareness amongst primary and secondary schools of our educational and alternative curriculum offer
- Deliver a comprehensive range of training, personal development and employability programmes for young people aged 14-25
- Further develop our post-16 offer to include foundation degree and apprenticeship opportunities
- Undertake a feasibility study in to delivering an in-house apprenticeship programme, recruited and delivered by SBitC
- Ensure an education or training pathway is in place for every young person that engages in our activities
8.4 Inclusion

8.4.1 Review

Our inclusion theme covers both our work with young people and those with a disability. Our offer for young people commenced four years or so ago, firstly through running an ‘On Target’ EFLT programme, then 12 months later setting up a Kicks project with the support of the Premier League and West Midlands Police.

Since then, the Kicks project has gone from strength to strength. We have always enjoyed very strong relationships with West Midlands Police, despite a number of key personnel changes within WMP.

Today we believe our Kicks project is one of our main strengths and we have delivered a number of spin-off projects as a result of the Kicks success, including alternative curriculum mentoring work and targeted family interventions.

Our work with children, young people and adults with a disability has continued over the last three years, despite significant funding from the Football Foundation, Football League Trust and Comic Relief came to an end between 2011 and 2013.

We have managed to continue to deliver a disability offer, but with funding coming from a variety of small pots of money. This has meant that we have not been able to put the necessary resources to really drive our disability offer forward and to a certain degree whilst it continues to be very successful, it has stagnated.

Strategically we have not been in a position to drive our inclusion agenda over and above operational relationships because we have not had the resources to do so – all of the staff efforts have been focussed on delivering comprehensive and highly successful programmes.
Strategic Plan 2017 - 2020

i. Fundraising and Sponsorship (Corporate Social Responsibility)

Both our disability work and working with young people represent significant opportunities to generated raised funds or sponsorship for our activities.

In terms of fundraising, the Jimmy Hill Legacy Fund has highlighted working with children and adults with a disability, as well as underprivileged young people as two groups that will benefit from the fund.

In terms of sponsorship, our work with challenging young people and those with a disability provide an attractive association for a potential corporate sponsor, with countless positive news stories being generated for both of these groups. Moving forward we will actively be seeking corporate sponsorship to underpin our young people and disability offers under our inclusion banner.

ii. Commissioned and Consortium Work

We will be further developing ourselves more strategically on the inclusion agenda. Previously we have focussed on delivery – and we believe have done so successfully; in some ways we have been victims of our own success that we continue to deliver arguably the most successful project for young people in the area, without significant amounts of support or finance from anyone other than the Premier League and West Midlands Police.

In the next three years, our inclusion offer for young people will have more of a focus on the training and development, as well as creating new sites and significantly expanding our delivery at one of our satellite sites to make it a hub, this allows us to open more doors and more opportunities. Keeping key stakeholders aware and informed is a priority, which in turn allows us to benefit from potential youth service commissioning opportunities when they arise.

We are working with one of our local partners to set up a Youth Development Alliance for Coventry. Establishing this Alliance – for non-profit organisations that work with and provide services for young people – is being commissioned as a piece of work by the Youth Service. This Alliance effectively provides the local authority youth service with a group of organisations that have clear terms of reference and accountability, in order to commission work to them in the form of ‘trusted partners’.

Being central to this Youth Alliance process is vital for us to access local authority, Local Enterprise Partnership, ESF and lottery funds in the coming years, either with ourselves as a primary contractor or grant recipient, or as part of a wider consortium.

iii. Pathways and Focus

The opportunities that arise from the new Premier League Kicks programme would add significant weight to our offer, allowing us to expand our delivery in to new areas of the city and focus more on the education and training opportunities for young people – linking in with the educational pathway diagram presented earlier and income attached for individuals for each pathway.

We will ensure that the Kicks educational and development delivery links closely with our ESF-funded employability programme. As part of our new Kicks funding from 2016-19, we will focus geographically in the North East of the city, as a result of a new partnership with the Moathouse Community Trust. There is significant regeneration taking place in this area over the next few years, with both capital and revenue money being invested in that area.

In terms of disability, subject to confirmation of funding from the EFLT and Wembley National Stadium Trust, we will bring all of our disability work under one branded project (‘Football Inc.’). Funding from the
EFLT/ WNST, ensures that we can properly market, promote and resource our disability offer in terms of staffing. Again, this project sees us offer a pathway from taster sessions right through to involvement in our mainstream informal sporting opportunities, through to the FA England Talent Identification Programme for players with a disability.

Our involvement in the England TIP programme has seen us strengthen our partnerships in this area and we are looking forward to working with the English Federation of Disability Sport and our local County Sports Partnership in coordinating a more strategic approach to disability sport in the local area.

iv. Unique Selling Points

The strength of our offer for both young people and those with a disability sits with the Coventry City brand. We know that the brand attracts young people like nothing else. The aggregate attendances at our Kicks project are significantly higher than other projects delivered in the city with similar remits.

Moving forward we should continue to build on this USP and maximise the awareness amongst stakeholders of the numbers of young people that we attract – particularly in view of the potential youth service and NEET commissioning opportunities that may come up in the future.

From the perspective of our disability offer, we are already the largest deliverer of disability sport in the local area. With a new three-year grant funding in place, we should use the fact that we are the biggest deliverer to maximise the PR opportunities that will come with this new fund, with a view to securing sponsorship to support this area of work in the longer term.

v. Self-sufficiency

With much of our inclusion offer (both young people and those with a disability) being grant funded, effectively monitoring the income and expenditure and sticking to budget will ensure that the projects under our inclusion banner are self-sufficient. All of our work in this area has recently attracted funding from 2016 to 2019, providing medium-term security for this department. The only area where there is an element of self-sufficiency is running our disability teams. In this instance, funding and future priorities highlighting the focus on securing a sponsorship for this area, should see these activities being self-sufficient, but ultimately this is an area that management and trustees agree should be delivered regardless of whether it runs at a deficit.

**Inclusion priorities**

- Review our Inclusion staff structure to ensure sufficient resources are in place to meet the needs of our projected increase in delivery (Kicks and disability)
- Develop and establish an enhanced Kicks project offer to have a stronger focus on personal development, training and pathways
- Work closely with the education department to ensure opportunities for young people through our ‘pathways’ are utilised and maximised
- Strengthen our brand, stakeholder and referral networks for disability sport
- Play an active involvement in establishing a Coventry Youth Alliance
- Ensure all key partners and stakeholders are aware of our inclusion work to maximise our potential to benefit from future commissioning opportunities
- Work with the CCFC commercial department to secure sponsorship for our young people and disability offer
## Strategic Plan 2017 – 2020
### Implementation Plan

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action Points</th>
<th>Responsibility</th>
<th>Timescale</th>
<th>Cost</th>
<th>Progress to date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1) Strategic Priorities</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>1.1 Develop outward facing strategy document</td>
<td>Mapping exercise of existing relevant strategy documents (e.g. DCMS, Sport England, Coventry Health and Wellbeing strategy)</td>
<td>GR</td>
<td>June 2016</td>
<td>N/A</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Consult with key stakeholders on our plans for future direction</td>
<td>GR, SMT</td>
<td>July – September 2016</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strategy document written</td>
<td>GR</td>
<td>Sept – Nov 2016</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strategy launch to key partners and stakeholders</td>
<td>All</td>
<td>January 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2 Improve communication and awareness of what we do</td>
<td>Separate Communications plan written, implemented and monitored (submitted within capability status)</td>
<td>MJ, GR</td>
<td>June 2016</td>
<td>Staff time</td>
<td>Complete</td>
</tr>
<tr>
<td>1.3 Deliver themed networking events</td>
<td>Annual programme of themed showcase events for stakeholder events:</td>
<td>HS, JW, CW</td>
<td>July 2016</td>
<td>Est. £200 per event x 3 events per year = £600 p/a</td>
<td></td>
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<tr>
<td></td>
<td>• Health day</td>
<td></td>
<td>September 2016</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>• Education day</td>
<td></td>
<td>March 2017</td>
<td></td>
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<tr>
<td></td>
<td>• Inclusion day</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Attend primary and secondary school heads network meetings</td>
<td>PL Sport Manager</td>
<td>Two per annum</td>
<td>Staff time</td>
<td></td>
</tr>
<tr>
<td></td>
<td>SMT to attend misc. strategic group meetings</td>
<td>SMT</td>
<td>Ongoing</td>
<td>Staff time</td>
<td></td>
</tr>
</tbody>
</table>
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<tbody>
<tr>
<td></td>
<td>What action needs to be taken?</td>
<td>Who?</td>
<td>When?</td>
<td>Cost</td>
<td></td>
</tr>
<tr>
<td>2) Business Plan Priorities</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Diversify unrestricted income sources</td>
<td>Launch ‘Jimmy Hill Legacy Fund’ fundraising initiative</td>
<td>GR</td>
<td>May 2016</td>
<td>N/A</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Establish JHLF panel to support generating sponsorship and fundraising</td>
<td>GR</td>
<td>July 2016</td>
<td>N/A</td>
<td></td>
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<tr>
<td></td>
<td>Take on facility management of Blue Coat Academy</td>
<td>SP</td>
<td>September 2016</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Work with new CCFC Commercial Director to link with club sponsorship packages</td>
<td>GR, DB</td>
<td>August 2016</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>2.2 Develop a strong and coherent three-year business plan</td>
<td>Work with Cranfield Trust and SMT to inform new organisational business plan</td>
<td>GR, SMT</td>
<td>Jan - July 2016</td>
<td>In-kind support from Cranfield Trust</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business plan presented to trustees and adopted/amended accordingly</td>
<td>GR, DB</td>
<td>August 2016</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business plan updated as and when required (minimum twice per annum)</td>
<td>GR, DB, SMT</td>
<td>Jan, July 2017</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>2.3 Ongoing business plan performance review</td>
<td>Annual theme work plans developed with SMT outlining projects, budgets and milestones</td>
<td>GR, SMT</td>
<td>Dec 2016</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Quarterly theme reports completed by SMT (including statistics, case studies and income/expenditure v budget)</td>
<td>GR, DB, SMT</td>
<td>July, Oct 16, Jan, Apr 17</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Monthly income and expenditure reports for SMT</td>
<td>JDS, SMT</td>
<td>Monthly</td>
<td>£8,000 book keeping time</td>
<td></td>
</tr>
<tr>
<td>Plan Description</td>
<td>Responsible</td>
<td>Dates</td>
<td>Notes</td>
<td></td>
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</tr>
<tr>
<td>Annual and sixth month appraisal review against personal objectives</td>
<td>GR, DB, SMT, all</td>
<td>July 16, Jan 17</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business plan updates presented at Trustee meetings</td>
<td>GR, DB</td>
<td>Sept, Dec 2016, Mar, June 2017</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 3) Infrastructure Priorities

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action Points</th>
<th>Responsibility</th>
<th>Timescale</th>
<th>Cost</th>
<th>Progress to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Review staff structure</td>
<td>Present proposed new structure to Board of Trustees</td>
<td>GR, DB</td>
<td>June 2016</td>
<td>N/A</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Revise budget to include new delivery requirements</td>
<td>GR, DB</td>
<td>June 2016</td>
<td>N/A</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Staff recruitment process:</td>
<td>SMT</td>
<td>July – Aug 2016&lt;br&gt;August 2016&lt;br&gt;September 2016&lt;br&gt;October 2016</td>
<td>TBC</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Finalise job descriptions</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>• Advertise staff roles</td>
<td></td>
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<tr>
<td></td>
<td>• Shortlisting and interviews</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>• Appointments made</td>
<td></td>
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<tr>
<td></td>
<td>• Commence employment</td>
<td></td>
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<tr>
<td>3.2 Develop back office support and systems</td>
<td>Review finance/ accountancy support requirements</td>
<td>GR, DB</td>
<td>June – Aug 2016</td>
<td>TBC</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Implement QuickBooks financial software</td>
<td></td>
<td>July – September 2016</td>
<td>£120 per annum licence&lt;br&gt;£1,920 bookkeeping time</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Recruitment of administration apprentice</td>
<td>GR, DB</td>
<td>September 2016</td>
<td>£6,435</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Accountancy support implemented</td>
<td>GR, DB</td>
<td>September 2016</td>
<td>TBC</td>
<td></td>
</tr>
<tr>
<td>3.3 New staff objectives appraisals, mentoring and support</td>
<td>New objectives framework designed and staff objectives aligned with business plan</td>
<td>GR, DB</td>
<td>May – July 2016</td>
<td>N/A</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Annual appraisals and half-year reviews undertaken</td>
<td>GR, DB</td>
<td>Jul 16 and Jan 17</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Monthly 1:1 supervision meetings with all staff</td>
<td>SMT</td>
<td>Monthly Jan - Dec</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Staff training and team meetings: Staff/ project meetings (sport, health, education, inclusion)</td>
<td>GR, DB, SMT, All staff</td>
<td>Fortnightly July 2016 January 2017</td>
<td>£100 facility hire £100 refreshments</td>
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<tr>
<td>All staff training/ information meetings</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Individual staff training plans (planning and review)</td>
<td>DB, SMT</td>
<td>September 2016</td>
<td>£1,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## 4) Financial Management and Control Priorities

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action Points</th>
<th>Responsibility</th>
<th>Timescale</th>
<th>Cost</th>
<th>Progress to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Implement accountancy support to help us evaluate the financial performance of the charity</td>
<td>Meet with Askew’s to discuss accountancy support required and associated costs</td>
<td>DB</td>
<td>August 2016</td>
<td>N/A</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Agree accountancy support requirements and reporting mechanisms</td>
<td>DB</td>
<td>August 2016</td>
<td>N/A</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>SLA signed and monthly reports for organisation and individual theme and project areas</td>
<td>DB/ Askews</td>
<td>Monthly: Sept 2016 – Aug 2017</td>
<td>£2,880 per annum</td>
<td></td>
</tr>
<tr>
<td>4.2 Financial targets and stringent monitoring to be included in personal objectives for relevant staff</td>
<td>12-month budget (Jan to Dec 2017) completed and distributed to Managers for their service areas (to include central cost contributions)</td>
<td>DB/ Manager</td>
<td>October 2016</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Annual personal objectives written for staff, to include budget monitoring and reporting</td>
<td>DB</td>
<td>November 2016</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Annual service plan written by each manager for their department – to include financial information</td>
<td>DB/ Managers</td>
<td>October – Dec 2016</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>4.3 Underperformance on financial targets to be addressed accordingly</td>
<td>Monthly financial reports generated by Askew’s for Director and Managers</td>
<td>Askew’s/ DB/ Managers</td>
<td>Monthly: Sept 2016 – Aug 2017</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Areas of concern addressed during staff 1:1s</td>
<td>DB/ Managers</td>
<td>Monthly: Sept 2016 – Aug 2017</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Action plan written to address underperformance, or project/activity delivery ceased accordingly</td>
<td>Managers</td>
<td>Monthly: Sept 2016 – Aug 2017</td>
<td>N/A</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>4.4 Ongoing and up to date financial reporting for Trustees, Directors and Senior Management Team</strong></td>
<td><strong>Annual budget compiled for Jan to Dec 2017</strong></td>
<td>DB</td>
<td>October 2016</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Financial reports distributed to Trustees prior to trustee meetings</td>
<td>DB</td>
<td>As above</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Questions relating to finances addressed at trustee meetings and</td>
<td>Trustees/ DB</td>
<td>As above</td>
<td>N/A</td>
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</tbody>
</table>
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<th>Cost</th>
<th>Progress to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>5) Coventry City Priorities</td>
<td>New Service Level Agreement drawn up and signed by CCFC and SBitC</td>
<td>GR, CA</td>
<td>June 16</td>
<td>N/A</td>
<td>5.1 Continue to develop a strong relationship with CCFC</td>
</tr>
<tr>
<td></td>
<td>Investigate shared accommodation for SBitC and CCFC staff</td>
<td>GR, DB, CA</td>
<td>Ongoing</td>
<td>TBC</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Weekly communications/meetings with Head of Marketing</td>
<td>GR, DB, MH</td>
<td>Ongoing</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CCFC Managing Director to attend Trustee meetings</td>
<td>CA</td>
<td>June 16, Sept 16, Dec 16, March 17</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>SBitC to continue with match day activities for 2016-17 season:</td>
<td></td>
<td>Aug 16 – May 17</td>
<td>O/T payment £20 per match x 24 matches = £480</td>
<td></td>
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<tr>
<td></td>
<td>- Chaperone mascots</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>- Group match day experience</td>
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<tr>
<td></td>
<td>- Project showcase</td>
<td></td>
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<tr>
<td></td>
<td>- Support family zone activities</td>
<td></td>
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</tr>
<tr>
<td>5.2 Link with CCFC to provide a strong player pathway and talent ID scheme</td>
<td>Weekly communication/meetings with CCFC Academy Recruitment Manager</td>
<td>DB, SP</td>
<td>Ongoing</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Continue to share coaches between SBitC and CCFC Academy</td>
<td>SP</td>
<td>Ongoing</td>
<td>N/A staff paid by each respective organisation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Academy to share coaching syllabus to be delivered at PDC training</td>
<td>SP</td>
<td>August 2016</td>
<td>N/A</td>
<td></td>
</tr>
</tbody>
</table>
### Strategic Plan 2017 – 2020
**Implementation Plan**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Party</th>
<th>Start Date</th>
<th>End Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trial programme for PDC players (including programme of PDC v Academy fixtures)</td>
<td>SP</td>
<td>Aug 16</td>
<td>Jul 17</td>
<td>Coaching costs (£25 per session)</td>
</tr>
<tr>
<td>Academy to attend relevant SBitC events (e.g. Community Cup, Kicks Cup, other mass participation events)</td>
<td>SP</td>
<td>Aug 16</td>
<td>Jul 17</td>
<td>N/A</td>
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<tbody>
<tr>
<td><strong>6) Governance Priorities</strong></td>
<td></td>
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</tr>
<tr>
<td>6.1 Ensure Trustee body remains fit for purpose with strong skills-base</td>
<td>Undertake skills audit of trustees to identify areas for development</td>
<td>GR</td>
<td>July 16</td>
<td>N/A</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Role descriptions to be written for Chair, Vice Chair and Link Trustee</td>
<td>GR</td>
<td>July 16</td>
<td>N/A</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>CCFC presence on board of trustees to be reviewed with new senior management arrangements within the club</td>
<td>DB</td>
<td>October 16</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>6.2 Recruit a permanent Chair of Trustees</td>
<td>Identify and recruit permanent Chair of Trustees</td>
<td>DB</td>
<td>TBC</td>
<td>N/A</td>
<td></td>
</tr>
</tbody>
</table>
| 6.3 Continuously monitor and mitigate ongoing Risks to the organisation | Risk to be standard agenda item at trustee meetings to cover:  
- Funding risk register  
- Organisational Policies and procedures | DB | At quarterly trustee meetings | N/A | |
| | Funding Risk Register to be updated twice yearly to inform trustees of situation with grants | DB | Oct 2016  
Apr 2017 | N/A | Complete (Oct 16) |
Strategic Plan 2017 – 2020
Implementation Plan

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action Points</th>
<th>Responsibility</th>
<th>Timescale</th>
<th>Cost</th>
<th>Progress to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>7) Marketing and Communications Priorities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.1 Communicate SBitC information through CCFC media channels</td>
<td>Weekly meeting with Marketing Manager</td>
<td>GR, DB and MH</td>
<td>Ongoing</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>SBitC to write two pages of community articles in each home match day programme</td>
<td>GR, MJ</td>
<td>August 16 – May 17</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>All SBitC website articles to post on CCFC website</td>
<td>GR, LH</td>
<td>Ongoing</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Information and promotion through CCFC database and e-newsletter outlets</td>
<td>MJ, MH</td>
<td>July 16, Oct 16, Jan 17, Apr 17</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>7.2 Review of SBitC Branding</td>
<td>Project outline to be presented to Coventry University</td>
<td>GR</td>
<td>June 16</td>
<td>N/A</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Marketing Masters student appointed to undertake branding review exercise</td>
<td>GR</td>
<td>June 16</td>
<td>N/A</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Intern to undertake review, consultation and research on SBitC branding</td>
<td>Intern</td>
<td>June – July 16</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research findings and recommendations to be presented to Trustees</td>
<td>GR, Intern</td>
<td>Sept 16</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business plan presented to trustees and adopted/amended accordingly</td>
<td>GR, DB</td>
<td>August 2016</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Annual marketing and communications plan written and implemented</td>
<td>MJ</td>
<td>June 2016</td>
<td>Costs included in marketing and communications plan</td>
<td></td>
</tr>
</tbody>
</table>
## Strategic Plan 2017 – 2020
### Implementation Plan

<table>
<thead>
<tr>
<th>7.3 Improve marketing and communications</th>
<th>Communication targets included in SMT personal objectives and targets</th>
<th>GR, DB, SMT</th>
<th>July 2016</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Increased focus on case studies demonstrating impact on individuals and communities – case studies to form part of quarterly reporting</td>
<td>SMT</td>
<td>July, October 16, Jan, Apr 17</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>Utilise social media and website analytics to establish most effective marketing and communications practices (Quarterly analytics reports to SMT)</td>
<td>MJ</td>
<td>July, October 16, Jan, Apr 17</td>
<td>Free</td>
</tr>
<tr>
<td></td>
<td>Annual report completed, published and distributed to stakeholders for each theme</td>
<td>SMT</td>
<td>January 2017</td>
<td>£300 printing</td>
</tr>
</tbody>
</table>
|                                        | Annual programme of themed showcase events for stakeholder events:  
  - Health day  
  - Education day  
  - Inclusion day | HS, JW, CW | July 2016 September 2016 March 2017 | Est. £200 per event x 3 events per year = £600 p/a |
### SWOT Analysis - Strengths

- Good reputation
- Attractive brand (CCFC)
- Diverse range of partners
- Always increasing awareness of our work
- New organisational strategy
- Strong monitoring and evaluation in certain project areas
- Improved and increased presence in the city
- Better understanding of our work amongst key stakeholders
- Ability to bring in external funding
- Proven track record of delivery
- Good buy-in from CCFC
- Teamwork – good staff morale
- Theme structure/ staff structure
- Increased investment from PL
- Strong national reputation
- Flagship projects
- Diversity of activities
- Club CEO on board
- Own website & booking site

### SWOT Analysis - Weaknesses

- Time - resources very stretched
- Not enough time to market ourselves and our activities
- Reliance of junior staff on senior staff
- Office accommodation/ lack of education facilities
- Contact time and hours between staff
- Cross promotion
- Fundraising/ sponsorship
- Office accommodation
- Contingency plan
- CPD
- Marketing and promotion
- Administration
- Not managing effectively
- Coventry focus
- Not enough time/ resources to plan

### SWOT Analysis - Opportunities

- Changing landscape with local authority in health and inclusion
- Our own football facility
- New office accommodation
- Partnership work with our biggest competitors
- Combined resources with partner organisations
- New solidarity funding deal
- New partnerships developing all the time
- New PE Schools funding
- Involvement in Coventry Sports Strategy & CSN
- Coventry Football Strategy
- University links and placements
- New design and marketing Officer
- Designated education resource
- Jimmy Hill Legacy Fund
- College courses & foundation degree
- CPD
- Growth in to Warwickshire
- Improved performance of CCFC
- Fundraising
- Links with Public Health
- SportsBiz

### SWOT Analysis - Threats

- Staff skills and expertise
- Resources (i.e. ‘spare’ members of staff)
- Funding – competitive market for grant funding
- 50% of turnover through time-limited grants
- PE schools funding – opportunity for competitors?
- Some strong local competition
- Lack of understanding about our charitable status
- Retaining best staff – salaries not overly competitive
- Being let down by partners (financially or in delivery)
- Uncertainty with CCFC being in administration – over stadium ownership
- Staff leaving
- Office administration
- Not managing effectively
- Staff setting up on their own
- Don’t market enough
- Over-reliance on grants
- Ofcom – solidarity deal
- Uncertainty over a no. of grants
- Trustee board in transition
- Our brand – charity awareness?
Strategic Plan 2017 – 2020
Implementation Plan

Appendix 2 – Future Needs