





Strategic Plan 2024 - 2027

A FOUNDATION FOR CAMBRIDGE

United for a Brighter Future

Foreword



Vicky Neal
Head of Cambridge United Foundation

"'A Foundation for Cambridge' is who we are and what we do..."

Our mission hasn't changed. We harness the power of sport to make positive impact on the community we serve. This new strategy builds upon a strong platform of consistent and trusted support that the foundation has provided over the past 14 years, and we are now springboarding our aspirations to have impact on more individuals across Cambridge.

Cambridge is officially the UK's most unequal city. As a world-renowned city, it is famed and admired for education, research, and technology. However, the top 6% of earners who live in Cambridge take home 19% of the total income, while the bottom 20% of the local population accounts for just 2%. Shockingly, the average life expectancy for men and women in the most deprived areas of Cambridge compared to the most affluent ones is 11.6 years less (ONS, 2021). This is simply unacceptable.

Cambridge United Foundation was established to further deepen the impact of the Club's work in its community. Serving as the charitable arm of the football club, we leverage the club's profile within the region, and use the power of the badge to enhance lives across Cambridge through the programmes we deliver. This strategy outlines our plan for the next three years as a foundation for Cambridge, with a vision to unite the city for a brighter future.

Mike Davey
Chair of Trustees for CUF

As Chair of Cambridge United Foundation, I am incredibly proud of the impact our charity delivers across Cambridge and Cambridgeshire.

The Foundation plays a vital role in tackling inequality, improving health and wellbeing and creating opportunities for people who may otherwise be left behind.

As demand for our services continues to grow, so does our ambition.





Alex Tunbridge
CEO of Cambridge United FC

"Being embedded in our local community is key for us as a football club."

Cambridge United is far more than just a football club that plays at 3pm each Saturday. We are a social asset with a responsibility to help support and improve the lives of our city's residents.

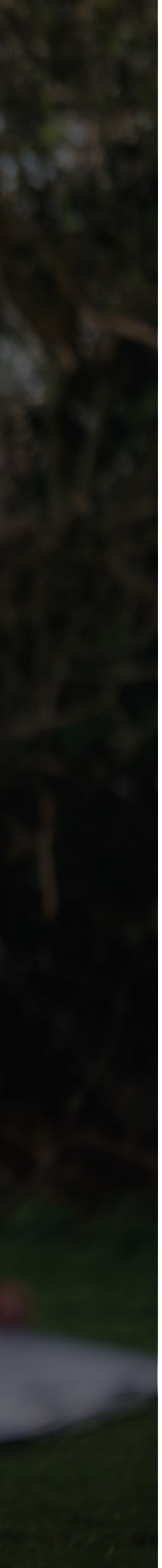
Cambridge United Foundation is the vehicle that allows us to achieve this goal, using football to help engage and inspire people from across the city.

Across the course of the next 3 years we will be working hand in hand with the Foundation as they seek to meet their strategic aims and collectively strengthen our ties and impact within the city.



"It has helped me with friendships,making new friends and communicating to people in general. It has helped me with my confidence and given a direction for my future."

Premier League Kicks Participant



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STRATEGY OVERVIEW

Our Priority Groups



Young People

Inspire and empower future generations, and increase equality of opportunity.

Educate on the importance of personal wellbeing on physical and mental health.



Adults

Provide opportunities for marginalised groups to be physically active.

Improve happiness, life satisfaction, and sense of worth.

Support personal development and employability.



Older Adults

Improve happiness, life satisfaction, sense of worth, and sense of belonging in the community.

Support local health services by reducing the need for non-medical appointments.

We Will Be

A foundation for Cambridge that connects communities, bringing people together.

A foundation for Cambridge that tackles inequality.

A foundation for Cambridge that brings sporting opportunity for all.

Impact Targets

20,000
participants engaged through our programmes

£2 Million
in social value provided to Cambridge

£300,000
raised through fundraising events

45
established partners to support our work



OUR MISSION

To use the power of sport to positively impact the communities we serve



OUR VISION

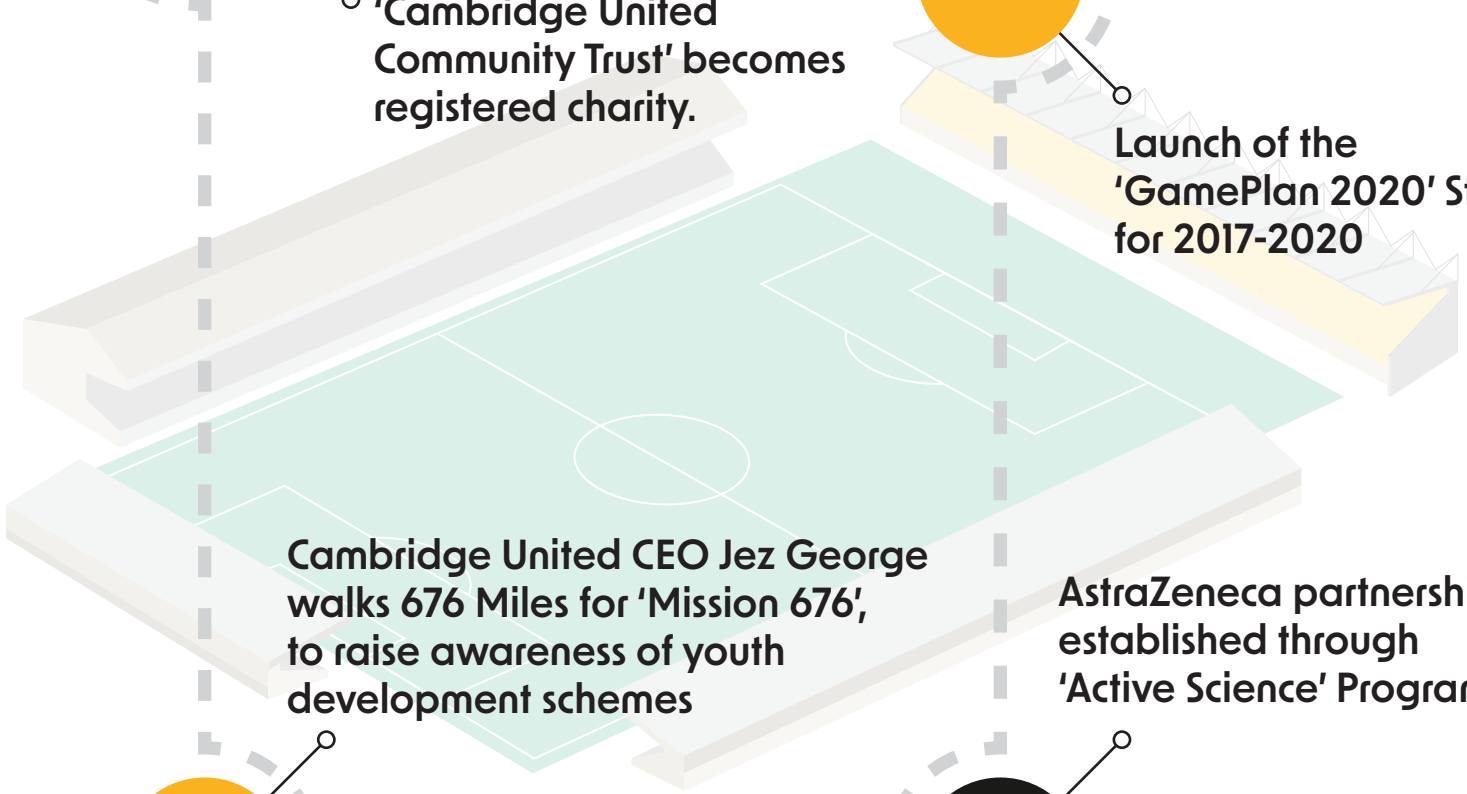
To enhance the lives of families across Cambridge



OUR VALUES

Be Aspirational, Be Honest, Be Resilient, Be Inclusive

Our History



2010

'Cambridge United Community Trust' becomes registered charity.

2014

Cambridge United CEO Jez George walks 676 Miles for 'Mission 676', to raise awareness of youth development schemes

2016

AstraZeneca partnership established through 'Active Science' Programme

2017

Launch of the 'GamePlan 2020' Strategy for 2017-2020

2020

'Mind Your Head' programme wins EFL Community Project of the year award.

2021

Launch of the 'At the Heart of our Community' Strategy for 2021-2024

'At the Heart of our Community'

Strategy Reflection

JUNE 2023

Rebranded as 'Cambridge United Foundation'

JAN 2024

Pledge United project launched in Sancton Wood School

'Forever United' project launched, incorporating all CUF sessions for older adults.

OCT 2022

12,857
participants engaged in 2023-24

AUG 2024

10
programme areas delivered each week

£1 Million +
in social value per year

74% of participants reported a strong sense of belonging in the community: 20% above the UK Average

UNDERSTANDING THE DEMANDS

Local Need

We are commited to creating a positive impact across Cambridge, and focusing on the more in-need wards - Abbey, King's Hedges, Trumpington

- Abbey Ward & Kings Hedges amongst the 20% most deprived areas in the country
- 5% of individuals living in the Abbey Ward are unemployed, compared to a national average of 3.5%
- Abbey Ward reported the highest number of benefit households at 944, or 12.72% of all benefit households
- Central Cambridge has a large proportion of Asian/ Asian-British individuals in comparison with the national average
- Trumpington Ward has the largest child benefit population at 639 children, representing 14% of the total child population
- East Chesterton has the largest number of pensioners (308, representing 21%) living in benefit households

Cost of Living

In November 2023

52%

adults reported an increase in living cost from the month before

Due to higher energy costs

>18%

of businesses expected to increase cost of their goods in 2024

Food, Energy, & Fuel

prices are rising, and make up a larger proportion of spending for lower income populations

Health - NHS Core20PLUS5



Core20

The most deprived 20% of the UK population

Plus

ICS-Chosen groups with below average healthcare access

5 Clinical Areas

Maternity
Hypertension
Severe Mental Illness
Early Cancer Diagnosis
Chronic Respiratory Disease

Employment

In September 2023

UK employment was **75.5%** - **1.1%** lower than pre-pandemic
(ONS)

Vacancies

Number of available jobs are in decline

Weekly Hours Worked

Decreased by **18.8 million** hours throughout the year - **12.2 million** less than pre-pandemic

PRIORITY AREA 1
YOUNG PEOPLE



Need

Children living below the poverty line are significantly more likely to suffer from a learning difficulty

Children exposed to poverty are more likely to offend as adults.

25% of children who grow up in poverty, had criminal convictions by the age of 35.

Individuals who leave school with no qualifications are significantly more likely to suffer from depression, anxiety and alcohol abuse.

(Global OECD data)

Desired Impact

Empower future generations to increase aspirations and maximise potential, increasing equality of opportunity.

Improve young people's understanding of personal wellbeing and its impact on both their physical and mental health, reducing educational inequality.

Fundamental KPI's



free healthy meals



hours of alternative provision



unique youth-focused workshops

PRIORITY AREA 2

ADULTS



Need

67% of men and 60% of women are overweight or obese in the UK.
(NHS data)

Over 40% of adults with one or more disability take part in less than 30 mins of physical activity per week.
(Sport England data)

Almost 1 in 5 members of the adult population (18.2%, 8.8 million) reported having no qualifications according to the ONS in 2021.

Desired Impact

Support demand on local frontline health services.

Increase opportunities for marginalised groups to be physically active.

Raise levels of happiness life satisfaction and sense of worth, bringing people together through sport.

Increase personal development opportunities to help prepare for employment.

Fundamental KPI's



adult health-focused sessions



unique disability sport participants



adult education qualifications

PRIORITY AREA 3
OLDER ADULTS



Need

In 1960 the average life expectancy was 71.13 years old, this has now risen to 80.9 years.

There has been 26% growth in number of over 65s from 2011-2021, with estimated further 26% growth by 2031, with much of this growth in the over-80s age bands.

"The forward trends set out cannot be ignored-it is simply a matter of time before our health and care system buckles under the needs of an increasingly older population"

Age UK research, 2023

In 2022, 49.63% of adults in the UK reported feeling lonely occasionally, sometimes, often or always.

Approximately 7.1% of people in Great Britain experience chronic loneliness - feeling lonely 'often or always'.

Desired Impact

Increase sense of belonging to truly connected communities.

Raise levels of happiness, life satisfaction and sense of worth, achieved by bringing people together in the name of Cambridge United.

Support the increasing demand on local services by reducing the need for non-medical appointments, providing more equal access to health services for the whole community.

Fundamental KPI's



unique referrals into the Forever United programme



unique Forever United participants

ENABLERS

Sean Grady

AstraZeneca Partnership

We've been guilty in the past of allowing moments in games swing the momentum against us, but today we managed to swing them in our favour. We were great in both boxes, and made sure second balls and duals fell in our favour at the right times. Proud of the bravery the girls showed when it mattered, and definitely took the chance to kill the game when we earned it. A great result, performance, and stepping stone to kick on. We've been guilty in the past of allowing moments in games swing the momentum against us, but today we managed to swing them in our favour. We were great in both boxes, and made sure second balls and duals fell in our favour at the right times.



How can I help?

To unite our city, we need **your help**. It needs to be a **collective effort**.

If you are able to help us in our mission, we would love to work alongside you. There are many ways in which you can support our work.

Partnerships



Fundraising



Volunteering



Principle Partners

School Delivery Partners

Barton Church of England Primary School
The Cavendish School
Chesterton Primary School
Duxford Church of England Primary
The Galfrid Primary School
The Grove Primary School
Little Paxton Primary School
Meridian Primary School
Milton Primary School
Olive AP Academies
Orchard Park Community Primary School
Pilgrim Pathways School
Potton Primary School
Ridgefield Primary School
Saint John's College School
Somersham Primary School
St Faiths School Cambridge
Steeple Morden Church of England Primary School
Swaffham Prior School
Teversham Church of England Primary School

Health Service Partners

NHS
Cambridgeshire and Peterborough

Cambridgeshire & Peterborough
Integrated Care System

Cambridgeshire South
Care Partnership

Programme Partners

Thank you to all of our partners who have and continue to support our work.























































EASTERN COUNTIES EDUCATIONAL TRUST LIMITED

STRATEGY SUMMARY

We Will Be...

Connecting Communities
A foundation for Cambridge that connects communities, bringing people together.

Tackling Inequality
A foundation for Cambridge that tackles inequality across the city.

Providing Opportunity
A foundation for Cambridge that provides sporting opportunity for all.

Impact Targets...

By 2027, we aim to increase our yearly impact to...

- Engage **20,000** participants
- Generate over **£2 Million** in social value
- Generate over **£300k** in fundraising
- Establish a network of **45 +** partnerships

WE WILL ENGAGE



Young People
Healthy Meals, Alternative Provision, & Youth-focused workshops



Adults
Mental Health, Disability, & Education programmes



Older Adults
Referrals to Forever United, Physical/Mental/Social provision

APPENDIX