



COMMUNITY SPORTS
& EDUCATION
TRUST
REGISTERED CHARITY NO: 1102239

#watfordfor community

The Way Forward

2020

2023

#watfordfor



***Strategies may change yet
Graham Taylor's legacy lives on..***

Welcome...

As a charity, we need to consistently review and adapt to meet the needs of the communities we serve, this three year strategy will help us do that. With key insights from local, regional and national data, as well as invaluable input from staff, trustees and community partners, we can be confident that we have created a clear direction for everything that we do.

Not only will this give us real focus, it will also enable us to effectively monitor, measure and report on the genuine difference we are making, ultimately delivering upon our vision and mission.

Our unique industry can touch the lives of so many and tackle several of society's issues, which is why we believe strongly in the power of partnerships to steer that. These partnerships can be with central government, local authorities, key stakeholder groups, football authorities such as the Premier League and the FA. They are also with corporate sponsors and funding agencies. We have reviewed our relationships, policies and data from all of these to create our strategy for the future.

By working collaboratively with our partners and ensuring high quality delivery from a dedicated and hard working team of staff, trustees and volunteers, we are confident that we can continue to play our part in making a positive difference in our communities.

Watford Football Club has always had community in its DNA and the Trust reflects and enhances that. This will always remain. What will change with this strategy however, is a new and innovative way of meeting the community's needs and showcasing the significant contribution we can make.



Rob Smith, Community Director



STRATEGY OVERVIEW

Making a positive difference for all through Sport, Physical Activity and Learning.

Mission
P10-11

Vision
P8-9

Improving Lives,
Enhancing Communities.

Priorities

1

Health & Wellbeing

P12-15

We will play an active role in improving peoples' physical and mental health and wellbeing.

Focus 1 P14

To encourage people to maintain a healthy weight and lead an active lifestyle.

Focus 2 P15

To develop an improved awareness of mental health and wellbeing interventions to help effect change.

2

Learning & Skills

P16-19

We will create and provide opportunities for people to learn and develop new skills.

Focus 1 P18

To support individuals to develop the necessary skills to prepare them for further education, employment or training.

Focus 2 P19

To provide individuals with opportunities for personal development.

3

Social Inclusion

P20-23

We will bring people together and improve community cohesion.

Focus 1 P22

To build safer environments for young people in targeted communities.

Focus 2 P23

To help older adults and vulnerable groups feel less socially isolated and lonely.

Our Promises

P24-25

Promote Watford FC and its family and community values in everything we do.

Explore opportunities to grow our partnerships and geographical reach.

Deliver accessible football and sporting activities at affordable prices, bearing in mind the need to sustain the Trust financially.

Strive to be recognised as a high quality community provider with excellent customer service.

The Foundations

P26-27

People

Equality & Diversity

Impact

Governance

Safeguarding

Finance

Communications

Facilities

Values

P28-29

To be honest, reliable and trustworthy. *Integrity*

To be inclusive in all our decision making. *Inclusivity*

To be bold & creative in the way we work. *Innovation*

charity overview



PROUD HERITAGE

Watford has always been a football club for the community. During the early 1980s the community ethos really took form, driven by manager at the time, Graham Taylor OBE, with the full support of owner Sir Elton John. As the first football club to include a designated Family Enclosure – and then Family Terrace at Vicarage Road, Watford had created a revolutionary, fences-free hooligan-beating concept that soon saw many other clubs follow suit. It didn't stop in the stadium on matchdays, as Watford's players were actively encouraged to engage with local people via appearances at community events and activities; the start of a tradition that is now ingrained within the make-up of the club.

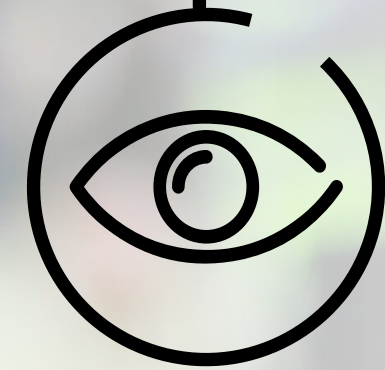
In the early 90s Watford FC appointed their first ever Community Officer and by 2003/04 the football in the community scheme was registered as an official charity. Hence Watford Football Club Community Sports and Education Trust was born. This brought with it a change in direction as the charity became involved in more than just football, addressing a range of social issues such as unemployment and anti-social behaviour.

Fast forward to 2019 and we now provide over 30 different community projects, activities and events, as well as running and managing two community facilities.

We are very proud of our heritage and the success we've achieved to date. We will continue to build on this by remaining committed to engaging, inspiring and empowering people through the services we provide. We will strive to continuously improve as a charity so that we can deliver positive change for many years to come.

Watford Football Club's Community Sports and Education Trust is a self-financing registered charity (Charity no. 1102239), and is governed by an independent Board of Trustees.

vision



Improving
Lives,
Enhancing
Communities.

mission



Making a positive
difference for all through
Sport, Physical Activity
and Learning.

#watfordfor health and wellbeing

1

PRIORITY 1

We will play an active role in improving peoples' physical and mental health and wellbeing.

NATIONAL



Physical inactivity is responsible for 1 in 6 deaths and is estimated to cost the UK £7.4 billion annually.¹



Approximately 25% of people in the UK will experience a mental health problem each year.²



FOCUS 1

TO ENCOURAGE PEOPLE TO MAINTAIN A HEALTHY WEIGHT AND LEAD AN ACTIVE LIFESTYLE

WE WILL...



DELIVER

physical activity sessions for physically inactive or unmotivated people, ensuring that these individuals and groups are supported to effect lasting change and lead an active lifestyle.



COLLABORATE

with health organisations to ensure that those most at risk of health inequalities are identified and have the opportunity to take part in our programmes.



MOTIVATE

and educate participants to focus on sustainable behaviour change in regards to their food habits and maintaining a healthy weight.

FOCUS 2

TO DEVELOP AN IMPROVED AWARENESS OF MENTAL HEALTH AND WELLBEING INTERVENTIONS TO HELP EFFECT CHANGE

WE WILL...



SUPPORT

schools and local organisations we work with to create comprehensive support services for children and young people who are at risk of, or are suffering from poor mental health.



PROVIDE

physical activity and wellbeing support services that promote positive mental health, coping strategies and resilience.



STRENGTHEN

our relationships with mental health organisations to increase knowledge and awareness about mental health and develop innovative approaches to support people with mental health issues.

OUTCOMES...

- ✓ INCREASED LEVELS OF PHYSICAL ACTIVITY
- ✓ HEALTHY WEIGHT ACHIEVED
- ✓ INCREASED LEVELS OF CONFIDENCE AND SELF-ESTEEM

WHY IT'S IMPORTANT...

HERTS

25%

of the adult population in Hertfordshire report being inactive, with physical inactivity costing over £16 million per year.³

61.8%

of adults and 28.8% of children aged 10-11 years old in Hertfordshire are either overweight or obese.⁴

HARROW

14%

of Harrow Residents **(highest in England)** are at risk of type 2 diabetes.⁵

1 in 5

of children aged 10 years old are of an unhealthy weight.⁶

OUTCOMES...

- ✓ INCREASED MENTAL HEALTH AWARENESS
- ✓ INCREASED KNOWLEDGE OF HEALTHY COPING STRATEGIES
- ✓ INCREASED LEVELS OF CONFIDENCE, SELF-ESTEEM AND EMOTIONAL WELLBEING

WHY IT'S IMPORTANT...

HERTS

1 in 4

Hertfordshire residents will experience mental health problems in their life - often undiagnosed.⁷

90,000+

It is estimated that by 2021 over 90,000 people aged 16-74 years old will be living with mixed anxiety and depressive disorders.⁷

HARROW

22,700

of Harrow residents have common mental health problems.⁸

£500m

is the estimated annual cost of mental health problems to the Harrow economy.⁸

#watfordfor learning and skills

2



Premier League
Enterprise

PRIORITY 2

We will create and provide opportunities for people to learn and develop new skills.

NATIONAL



Four out of five young people believe they will never be financially secure.⁹



A third of young people who want to help others feel they cannot make a difference.¹⁰



FOCUS 1

TO SUPPORT INDIVIDUALS TO DEVELOP THE NECESSARY SKILLS TO PREPARE THEM FOR FURTHER EDUCATION, EMPLOYMENT OR TRAINING

WE WILL...



PROVIDE
learning opportunities and career pathways by working in partnership with like-minded organisations and charities.

IDENTIFY
personal barriers preventing individuals from reaching their potential and help them in overcoming these.

MENTOR
and upskill individuals through direct engagement with our programmes and activities.

OUTCOMES...

- ✓ **INCREASED AWARENESS OF OPPORTUNITIES IN EMPLOYMENT, EDUCATION OR TRAINING**
- ✓ **PROGRESSION ON TO A POSITIVE PATHWAY**
- ✓ **SUSTAINED AND DEVELOPED PARTNERSHIPS**

WHY IT'S IMPORTANT...

HERTS

69%

of Hertfordshire employers are not confident there will be enough young people to fill their high skilled roles. ¹¹

HARROW

33%

of children and young people want support with knowing what do with their life. ¹²

FOCUS 2

TO PROVIDE INDIVIDUALS WITH OPPORTUNITIES FOR PERSONAL DEVELOPMENT

WE WILL...



CREATE
a safe and stimulating environment which encourages positive learning experiences.

EMPOWER
our participants to build resilience through self-reflection and guidance.

CHALLENGE
and inspire individuals to develop their communication, teamwork and leadership skills.

OUTCOMES...

- ✓ **INCREASED LEVELS OF PERSONAL DEVELOPMENT AND SOCIAL SKILLS**
- ✓ **IMPROVED POSITIVE OUTLOOK**
- ✓ **INCREASED LEVELS OF CONFIDENCE AND SELF-ESTEEM**

WHY IT'S IMPORTANT...

HERTS

DETERMINATION
RESILIENCE

Hertfordshire employers ranked 'Determination and Resilience' as the personal qualities they most desire. ¹³

HARROW

41%

of young people in Harrow would like support in increasing their confidence. ¹²

31%

of Harrow young people want to develop leadership skills. ¹²

#watfordfor social inclusion

3

PRIORITY 3

We will bring people together and improve community cohesion.

NATIONAL



37% of the UK population have experienced or witnessed anti-social behaviour in their local area. ¹⁴



3.8 million individuals over 65 years of age are living alone in the UK. ¹⁵

FOCUS 1

TO BUILD SAFER ENVIRONMENTS FOR YOUNG PEOPLE IN TARGETED COMMUNITIES

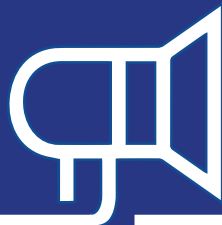
WE WILL...



POSITIVELY
educate young people on societal issues by working collaboratively with a range of partners.



PROVIDE
regular diversionary activities for the young people within our communities.



PROMOTE
equality, diversity and inclusion within our participants, programmes and the facilities in which we operate.

OUTCOMES...

- ✓ **REDUCTION IN ANTI-SOCIAL BEHAVIOUR IN OUR COMMUNITIES**
- ✓ **IMPROVED AWARENESS OF SOCIETAL ISSUES**
- ✓ **INCREASED LEVELS OF CONFIDENCE AND SELF-ESTEEM**

WHY IT'S IMPORTANT...

HERTS

1 in 4

Hertfordshire secondary school pupils self-reported that they carry a weapon when going out. ¹⁶

HARROW

SIGNIFICANT INCREASE

increase of knife crime with injury in Harrow since January 2016. ¹²

62%

of Harrow charities name gang and youth violence as a support need for young people. ¹²

FOCUS 2

TO HELP OLDER ADULTS AND VULNERABLE GROUPS FEEL LESS SOCIALLY ISOLATED AND LONELY

WE WILL...



ENCOURAGE
older adults and vulnerable groups to engage in services provided by us and other organisations.



FACILITATE
social interaction by creating friendly and safe environments in our programmes and facilities.



SUPPORT
the emotional wellbeing of our participants through targeted activities and a team of qualified staff.

OUTCOMES...

- ✓ **INCREASED EMOTIONAL WELLBEING**
- ✓ **INCREASE IN THE QUALITY OF PERSONAL RELATIONSHIPS**
- ✓ **MORE PEOPLE ENGAGED IN REGULAR PHYSICAL ACTIVITY**

WHY IT'S IMPORTANT...

HERTS

49,000 150,000

older adults in Hertfordshire are estimated to be spending the day alone. ¹⁷

older adults are estimated to be living with dementia in Hertfordshire. ¹⁸

HARROW

2.5x

Social exclusion in the elderly is 2.5 times greater in densely populated areas such as Harrow. ¹⁹

our promises

**As an organisation
we will always...**



PROMOTE WATFORD FC
and its family and community values
in everything we do



EXPLORE OPPORTUNITIES TO GROW
our partnerships and geographical
reach



**DELIVER ACCESSIBLE FOOTBALL
AND SPORTING ACTIVITIES**
at affordable prices, bearing in
mind the need to sustain the Trust
financially



STRIVE TO BE RECOGNISED
as a high quality community
provider with excellent customer
service

FOUNDATIONS



FINANCE

To ensure our sustainability by utilising effective financial controls and processes, managing both growth and risks and gaining funding from a range of sources.



SAFEGUARDING

To create a safe environment for all, by training and supporting staff and volunteers whilst carrying out robust reporting processes.



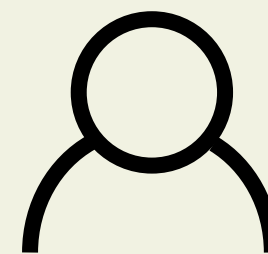
GOVERNANCE

To be a robust organisation which is fit for purpose, accountable and promotes a culture of continuous improvement through clear processes, policies and an effective and diverse board.



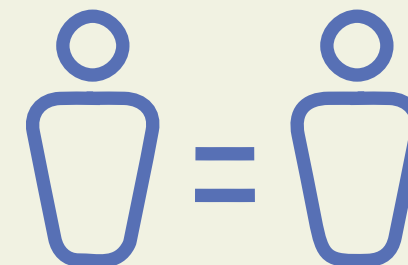
COMMUNICATIONS

To provide clear, effective, open and honest communications about the way we work and the services we offer both internally and externally.



PEOPLE

To have a pro-active team of trustees, staff and volunteers by encouraging opportunities for training, development, collaborative working and shared learning.



EQUALITY & DIVERSITY

To embed equality, diversity and inclusion principles across our organisation through working collaboratively with key partners and providing training and support for staff.



IMPACT

To monitor, measure and report on the positive impact we make in the communities we serve.



FACILITIES

To make best use of a range of community venues and ensure they provide safe environments for our participants to enjoy and benefit from our programmes and services.

values



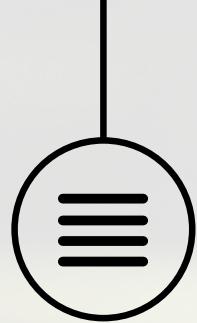
**To be honest, reliable
and trustworthy.**
Integrity



**To be inclusive in all our
decision making.**
Inclusivity



**To be bold & creative in
the way we work.**
Innovation



APPENDICES

- 1 Physical Activity: Applying All Our Health, Public Health England, 2019
- 2 Mental health facts and statistics, www.mind.org.uk, Mind, 2017
- 3 Hertfordshire Exercise Referral Scheme: Quality Operating Standards, Hertfordshire County Council, 2016
- 4 Hertfordshire Healthy Weight Strategic Plan 2014 – 2019, Hertfordshire County Council, 2014
- 5 EHE National cardiovascular health intelligence network, NHS Diabetes prevention programme
- 6 Harrow Obesity Strategy 2014/18; Obesity is everyone's responsibility, Harrow Council, 2014
- 7 Hertfordshire Adult Mental Health Strategy 2016-21, Hertfordshire County Council, 2016
- 8 Mental Health annual progress report 2017, Harrow Council, 2017
- 9 www.ukyoung.org, UK Youth, 2018
- 10 Teenagency: how young people can create a better world, RSA in partnership with the Centre for Real World Learning at University of Winchester, 2018
- 11 Hertfordshire Employers' Skills Framework Survey, University of Hertfordshire Business School commissioned by Hertfordshire Local Enterprise Partnership and Hertfordshire County Council, 2017
- 12 This Is Harrow: Understanding the Needs of Young People in Harrow, Young Harrow Foundation and Harrow Council, 2018
- 13 Hertfordshire Employers' Skills Framework Survey, University of Hertfordshire Business School commissioned by Hertfordshire Local Enterprise Partnership and Hertfordshire County Council, 2017
- 14 Crime Survey for England and Wales, Office for National Statistics, 2019
- 15 Later Life in the United Kingdom 2019, Age UK, 2019
- 16 Hertfordshire's Health Related Behaviour Survey 2016 Emotional Health and Wellbeing, Hertfordshire County Council, 2017
- 17 www.smallactsofkindness.co.uk, Small Acts of Kindness, 2016
- 18 Hertfordshire Dementia Strategy 2015-19, Hertfordshire County Council, East and North Hertfordshire Clinical Commissioning Group, Herts Valleys Clinical Commissioning Group and the Hertfordshire Health and Wellbeing Board, 2015
- 19 Harrow Health and Wellbeing Strategy 2016-20, Harrow Council, 2016





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