



## Strategic Plan

2022  
2025

## Blackpool Football Club Owner

### Simon Sadler

As the custodian of Blackpool Football Club, I am proud that the Club are working so well with the dedicated and hardworking staff of Blackpool Football Club Community Trust. The recent recognition of the collaboration at the North West Football Awards was well deserved and this strategy document clearly outlines how the work of the Trust will continue to grow and serve the people of Blackpool during the coming years.

When I bought the Club, I wanted to give the people of our great Town, a Club to be proud of again and a Club that would position itself at the heart of its community. While we will always try and win every game that we play, the reality is that is not possible. Therefore, it is vitally important that the Club supports the Trust so it can remain at the forefront of positive action across Blackpool regardless of the results on the pitch.

I would like to thank Ashley Hackett, the CEO, and all the staff for this comprehensive and ambitious strategy which seeks to deliver a diverse and wide-ranging programme of support to a variety of different groups in the town all the way from children in their early years through to the older members of the community. The work which they aim to undertake is broad and is vital to improving outcomes in an area where deprivation and inequality too frequently impacts on the physical and mental wellbeing of some groups.

I look forward to working alongside the Trust in helping to deliver the aims and objectives of the strategy and in continuing to serve the community of Blackpool in the future.



## Blackpool Council Chief Executive

### Neil Jack

A well-loved football club at the heart of a community can be an anchor for a place, helping to build a sense of cohesion, engagement and pride, even amongst those who are not dedicated fans.

In Blackpool, we need all our key strong and successful organisations to work together as a team to make our town the best it can be, providing opportunity and inspiration that our young people can believe in and aspire to.

The partnership that the Council and the rest of our public sector partners, have built with Blackpool FC Community Trust over the last few years is demonstrably having a positive impact on our community and our economy. We have ambitious and creative plans across the town, and with the Club and Trust in particular we will deliver them together.

The role that the Trust provided during the pandemic was invaluable in supporting our community, reaching out beyond their normal work and making a significant difference in individual lives at a time of crisis and worry. As the town recovers, the Trust is expanding into new areas, in particular a new school, which will help us ensure that no one is left behind and we can all build a better Blackpool for the future.

There are exciting times ahead for the Club, the Trust and the Town and we all look forward to seeing the impact of their success.

# Foreword from our Chair of Trustees

Wendy Swift



On behalf of all the Trustees at Blackpool FC Community Trust, I would like to thank CEO Ashley Hackett and the full team for their commitment and dedication to supporting our local community.

Whilst they continually go over and above to help others, this was never more apparent than during the pandemic, diversifying the work they do and demonstrating continued determination to find new ways to help in such a difficult period.

Moving forward we are very proud to produce this new strategy which shows how we are developing sustainable plans to keep our current efforts in place and also sets out our intentions to diversify our delivery in the future. We plan to see many new opportunities, new jobs created and finally the chance to build exciting new facilities to enable us to deliver our programmes.

We will continue to work closely with many partners across the town and region, none more so than Blackpool Football Club, Blackpool Council, our local schools, the EFL Trust and the Premier League. We thank them all for their endless support and look forward to working even closer in the future.

We have spent a great deal of time, over the past two years, to form a really valuable and viable partnership with Blackpool Football Club and it's really exciting to now share services, facilities and strategies and to work so closely together, as one. We have welcomed new members to our board of Trustees from the Club and by working collaboratively we will continue to grow and develop our relationship further in the future.

Finally, I would like to thank all my fellow Trustees for all their hard work and commitment, we're all really excited for what is ahead and hope that more and more fans, residents and local professionals will join us to support our community.

# Introduction from our CEO

**Ashley Hackett**



## **Our new strategic plan through to 2025 aims to support the people of Blackpool through sustained programmes and new areas of development.**

Whilst developing this strategy, we have been able to seize on the remarkable togetherness and resilience of our community and the partnerships that we have worked very hard to develop, but the work doesn't stop there. We still have a considerable amount to do including building greater partnerships in some areas of our community and establishing relationships in some sectors to collaborate and build even more cohesive, productive services.

We've had the opportunity to reflect on the past five years, which saw some significant achievements. These include meeting almost all the targets we set ourselves in the previous strategy, surviving a difficult period for our parent Football Club, Blackpool FC, which included a receivership and transition into new ownership. As well as this, the Trust finally developed our first facility, the Education and Community Centre at Bloomfield Road, which we opened in late 2019.

Our charitable status is something that many people are still not aware of and maintaining a high level of charity governance is a constant challenge for our Board of Trustees. During the previous strategy period, in 2019, we celebrated 10 years since becoming a charity and we are now one of the biggest charities on the Fylde Coast and a go-to organisation for many mainstream services when they need help. This is something I am particularly very proud of, and I want to expand and develop over the next three years.

We have combined our BTEC and Degree offers to form Blackpool FC Sports College, educating more than 100 young people every year in purpose-built facilities at the Stadium. We also support young people through Traineeships, with upwards of 70 people going through the programme each year many of whom progress into full-time employment.

Another huge accomplishment is the opening of Blackpool FC School, our official independent school, set up as an alternate provision for Year 10 and 11 pupils in September 2021 with approval from Ofsted and certification from DFE.

We are the largest provider of the NCS programme across Blackpool and the Fylde Coast and have worked through difficult circumstances to continue to deliver the programme to over 1,500 young people during this period.

We have also developed a brand-new strand of work, focused on community cohesion and mentoring, where we are working with some of the hardest to reach young people in our town to change their lives for the better.

One thing I have strived to achieve for over seven years, and members of our team have taken on as a key development target, is a High School Hubs model. Our model places a member of our team in every local secondary school, to support pupils with their mental health and resilience. Building on the success of our nationally recognised Unstoppable programme, we now intend to support local primary schools with a very similar offer.

I am very proud to be able to say that we provide a form of support to every school in Blackpool, key projects

like Fit2Go and Unstoppable are being delivered in all primary schools in the town and our work to support the progression of Physical Education in many schools, both strategically and operationally, is regularly held up as best practice. We support local special schools and alternative education providers with coaching programmes however, we would like to expand this support and this area of work features as a key development opportunity for our future.

During this period, we took the time to reflect on our experiences and learnings from the COVID-19 pandemic. The virus along with several lockdowns fast tracked us into becoming a charity that is able to adapt provision to continue to provide support to our participants no matter the circumstances. It also encouraged us to develop new strands of work, focused on the most lonely and vulnerable members of the community.

Our recovery from the pandemic goes much further than the financials, we must support our young people during their transition back into normal school life, as they redevelop social skills and networks. We must support people of all ages to develop new skills to re-enter employment and tackle our towns worst health inequalities by providing the knowledge, understanding and tools to improve peoples' lives while reducing the strain on our NHS.

Virtual delivery and online sessions took us on a steep learning curve but have now become an integral part of our delivery. This has opened up our programmes to a wider audience and we will continue to improve our digital offerings moving forward.

Another aspect this period highlighted was our reliance on others' facilities. This is something we want to take control of to develop community led facilities, managed by the Trust and make our programmes as available as possible.

We are now able to build the foundations for the next three years and learn from our successes to develop even further. Following our parent club strategy also becomes a driver for the future, investing in our infrastructure by:

- Making sure we have the appropriate, qualified and experienced staff in place, that where possible come from and/or live on the Fylde Coast.
- Developing new facilities to allow our provision to grow and ensure our activities are available to more people.
- Continuing to raise awareness of our work and build the brand, so that all members of our community understand our offer.
- Help to building the next generation of Blackpool FC fans.

We have a lot we want to do, but we realise we cannot do it alone. With the Football Club under new ownership, it has become a beacon for our community, and we are very privileged to be able to utilise the power of this brand. The central focus of our intentions must be to engage and inspire people, and by working alongside the owner, directors, staff and players at the Football Club, we can achieve this.

As a not for profit third sector charity, our intentions are always to be doing what is best for the community. We must work closely with many partner organisations, including The Premier League, EFL Trust and the Football Foundation, as well as local organisations like; Blackpool Council, Blackpool NHS, DWP (the Department of Working Pensions) and Active Lancashire, like-minded third sector groups like Boathouse Youth and @theGrange are other key partners that will help us to build locally developed provision focused on local demand. The focus must be on what is best for our community and not what is best for individual organisations.

We recognise that we may not be able to fulfil all obligations set out in this document but will strive to strategically place ourselves in a position to put these supports in place. There will also be opportunities to develop programmes not mentioned in this strategy too, but we will endeavour to ensure these do not fall outside of our Vision, Mission and Values, fit in with local need, and do not hinder services already provided by our partners.

We thank you for taking the time to show interest in our services and look into our future plans and intentions, and we hope that if we are able to implement most (if not all) of our plans, we can do what we always set out to do, serve our community and help to make local people's lives healthier and happier.



# Quotes from Our Partners



"On behalf of the EFL Trust I would like to congratulate the team at Blackpool FC Community Trust on this new strategy. I have had the pleasure of seeing Blackpool FC CT develop enormously over the past few years, and their response to the increased challenges of the last 18 months have been incredible.

"The way in which Blackpool FC CT have evolved the focus of their work, for example supporting young people's mental health with new programmes such as Unstoppable and the High School Hubs model, and the Community Cohesion strand, shows a charity in touch with its community and the issues affecting it. Never has this work been more needed. I look forward to EFL Trust supporting Blackpool FC CT in delivering this new strategy."

**Mike Evans**  
Chief Executive Officer, EFL Trust

"We at Blackpool FC are really proud to have such a proactive and locally keyed in Community Trust attached to our club. The work they do in the community is genuinely making life changing differences to our local people.

"I personally have been very proud of the partnership we have built and the opportunities we can develop together in the future, a prime example of this was the Christmas Campaign we delivered in 2020, which forms the platform to do bigger and better in the future and collectively make an even greater impact on making Blackpool people's lives better and happier."

**Ben Mansford**  
Chief Executive Officer, Blackpool Football Club



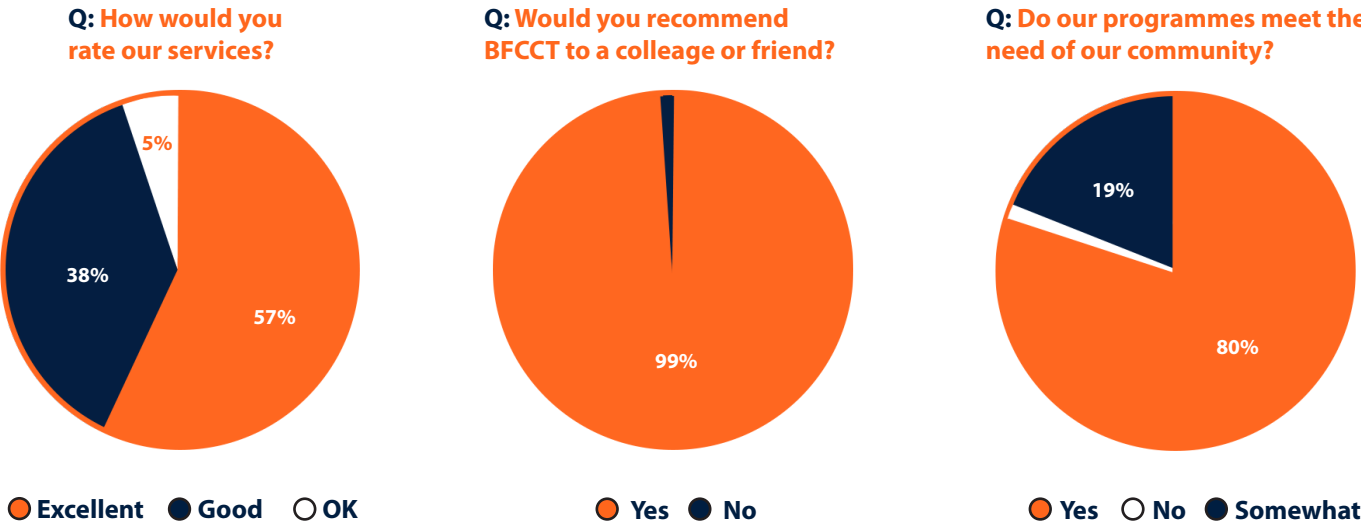
"On behalf of Blackpool Council, Public Health Team, we are delighted to support this new strategy. It is a pleasure to see that BFCCT continue to develop and grow their services to support the health and wellbeing of the Blackpool population."

"The Public Health Team have worked in partnership with BFCCT for many years and are proud of the partnership that has been built and for the opportunities it has presented to develop services across the Town. We are proud to be working with BFCCT and look forward to supporting the delivery of this new strategy."

**Dr. Arif Rajpura**  
Director of Public Health, Blackpool Council

# Views of Our Partners

We asked a number of our partners to complete a short survey to allow us to tailor the approach of our new strategy to accurately reflect the needs of the town.



## How would you describe Blackpool FC Community Trust?



## What do Partners want from our new strategy?

**The new on-site facility development**

- More great work with SEN
- Community pathways being extended
- More options for KS4

**Development of provision for 25-40s**

- Wider diversionary activities in the community
- To continue with networking and push harder for wider recognition

**More social groups particularly older adult males**

- More exercise classes open to all
- Slow down do not just think about expansion - build on what you do best

# Views of Our Staff

We asked our staff for their views on our organisation and what they thought of our plans for the future.

## Why do we work for BFCCT?

Better reputation & history than other local clubs

Progression opportunities

**Great** team morale

Huge impact on our own community

Meeting & working with a variety of people

Professional structure to support staff & their development

Chance to work full time in the sports sector and at a professional football club

## What makes us proud of the work we do?

Our Local, Regional & **National reputation**

Supporting deprived people in the community

Award winning organisation

Continuously making a difference to peoples lives

I'm a better person due to working at the Community Trust

The drive & commitment of the whole team

Seeing the smiles on our participants faces

Evidence based impact on our community

## What can we improve?

Develop our **focus on** Quality Assurance

Build greater awareness of the good work we are doing through marketing and social media

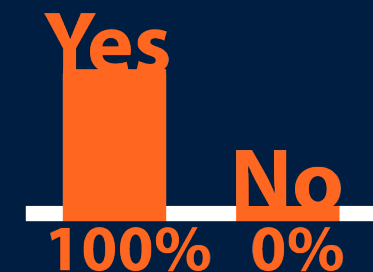
More events to showcase **our work**

Continue building the relationship with the Club & its supporters

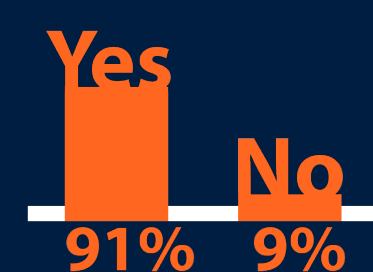
Work more closely with local Junior Football Clubs

Increase our monitoring & evaluation to highlight the difference our programmes make to peoples lives

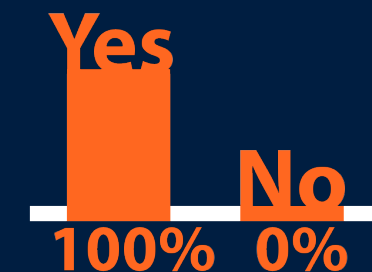
Q: Is Blackpool FC Community Trust a good place to work?



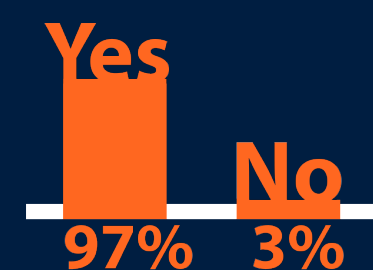
Q: Do you feel supported in your role?



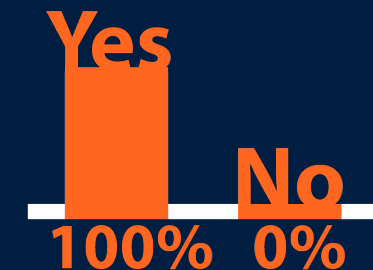
Q: Do you feel that BFCCT operate in a socially responsible way?



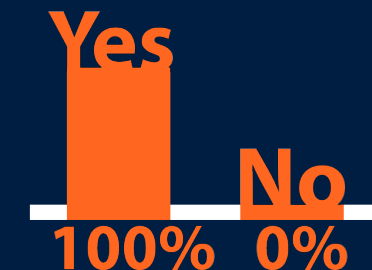
Q: Do you feel valued?



Q: Are you proud of the work that BFCCT does and agree that it has a positive impact on people's lives?



Q: Are you proud to work at Blackpool FC Community Trust?



## Which words best describe Blackpool FC Community Trust?



## What do staff want from our new strategy?

Projects that cover every age group, targeting specific barriers that still arise within the Community

A strategy which enables an ever-greater reach and growth in our delivery to positively impact more people's lives

More facilities to support our practical delivery within the community so local participants can be benefitted

Further expansions & reach of services already provided

# Our Mission

## Our core purpose...

To develop and deliver diverse community programmes and build partnerships to provide the people of Blackpool with the best opportunities.

We will do this by;

- Increasing social inclusion
- Improving physical fitness, overall health
- Reducing involvement in anti-social-behaviour
- Raising aspirations and expanding local education offers

# Early Years & Primary Programmes

**School and community based programmes to give our younger residents the best start to life.**

# Our Values

## How we go about our work...

In all of our work we will be;

**B**old &  
**I**nnovative

We will encourage staff to innovate to provide the best possible opportunities for residents and be bold in the development of ideas and future plans.

**F**ocused on our  
**C**ommunity

At all times, in everything we develop and deliver, we will have the people we are hoping to engage at the heart of our intentions.

**C**reative &  
**F**orward Thinking

We will find creative ways around barriers to engagement and develop programmes that are successful, accessible and enjoyable whilst anticipating future issues and trends.

# Our Vision

## Where we want to go in the future...

To change the lives of local residents and build a more healthy, active and work ready community.

29% of Reception children in Blackpool are overweight or obese, significantly higher than the England average of 23%.

More than 41% of Year 6 pupils in Blackpool are obese or overweight compared to 35% nationally.

26% of children in Blackpool live in low income families compared to 17% nationally.

79% of Year 6 pupils in Blackpool said they worry about SATS, crime, the environment & family problems.

# Our Strategic Objectives

- Increase our work with early years to prepare them for school and give them the tools for a healthy start.
- Sustain and develop health programmes for schools to make young people aware of the importance of living a healthy lifestyle and having a balanced diet.
- Improve standards of PE delivered in schools and inspire teachers to feel more confident in their own delivery.
- Deliver a host of programmes to support young people's emotional wellbeing through PSHE (Personal, Social, Health and Economic) focused provision.
- Offer community based opportunities to engage children into regular, fun and safe physical activity.
- Focus on women and girls football.



# Education & Employability Programmes

**To improve education opportunities for local people and to prepare them for employment.**

24% of Blackpool's population are economically inactive and Blackpool Schools' average Attainment 8 score is the lowest in the country.

Only 26% of pupils in Blackpool gained a Grade 5 or above in English & Maths GCSE compared to 43% nationally.

9.6% of 16-17 year olds in Blackpool are Not in Education, Employment or Training (NEET) compared to 5.5% nationally.

## Our Strategic Objectives

- Continue to develop a range of educational support to ensure pupils enjoy and succeed in their school life.
- To continue to develop our independent school to support Year 10 & 11 pupils with a full time alternate education offer.
- Sign up more young people in Blackpool and on the Fylde Coast to our post-16 education courses and continue to develop into a market leader in BTEC Sport and Degree delivery, whilst investigating further opportunities, including esports and business development offers.
- Grow our traineeship offer to 16-18 year olds, 19-24 year olds and 25+ to get more people into employment.
- Increase our offer with NCS to engage more 15-17 years olds and increase their involvement in community social action.
- Support the development of youth led resilience programmes, to include a BFCCT Youth Board and school-based programmes focused on the positive mental health of pupils.

# Community Programmes

**To engage local people in regular, safe and positive activity to improve various aspects of their lives.**

Almost three quarters (72%) of adults are overweight or obese, significantly worse than the England average of 63%. 27% of adults are deemed 'inactive,' that is, doing less than 30 minutes of moderate exercise per week.

The rate of violent crime is higher than the England average and while it fell slightly in 2019/20, is on an increasing trend.

Blackpool is the most deprived LA in the country with the lowest life expectancy in England for both males and females (74.4 and 79.5 respectively).

## Our Strategic Objectives

- Continue to deliver and develop a host of physical activity programmes for the whole community to target audiences in areas of most need.
- Sustain and develop new social groups to decrease social isolation and promote positive mental health and offer our current provision to a wider audience.
- Develop the Trusts support against youth crime and launch a number of programmes to target rising issues including knife crime, violent and anti-social behaviour and drug use.
- Enhance our weight management provision and encourage more adults into weight loss programmes.
- Develop a team of Community Navigators, to signpost local people into BFCCT provision.
- Develop a cohesive community offer, that is open to all, but can also target particular groups, that don't traditionally engage in our provision.

# Infrastructure

**To be a market leading organisation we will focus time and resources to making sure our infrastructure is solid, supported and is given the necessary attention to succeed.**

- 77% of our current full time workforce live on or originate from the Fylde Coast.
- 8 out of 12 of the most deprived neighbourhoods in England are in Blackpool.
- Blackpool is the most disadvantaged Local Authority in the whole country.

## What we will do...

At Blackpool FC Community Trust, our priority is our workforce, and we strive to be recognised as a leading employer in our sector. This entails investing in new roles to support our strategic aims and providing continuing professional development for our dedicated workforce, rewarding their commitment and loyalty. We focus on equipping our team with the necessary skills, experiences, and qualifications to perform their roles to the best of their ability. Our dedication extends to building an organisation-wide quality assurance framework that raises standards and adopts a trauma-informed approach to ensure exceptional delivery and support in line with current and future needs.

Facilities are also of great importance to us, and we have learned valuable lessons from the COVID-19 pandemic. To maintain full control over service delivery, we are expanding our facility portfolio to ensure constant availability. By actively pursuing the development of sports hubs in both the north and south of Blackpool, we aim to enhance accessibility and cater to the diverse needs of our community. We are committed to providing opportunities for everyone, embracing equality and diversity through our wide range of programmes.

The development and implementation of a trust-wide marketing strategy helps maximise our impact. We aim to increase brand awareness and raise awareness of the exceptional work we deliver while creating more opportunities for community engagement. We actively support national and global equality campaigns and awareness days, fostering an inclusive and welcoming environment for all.

Building partnerships is a key pillar of our strategy. We cultivate strong relationships with existing partners and continually explore potential local, regional, and national partnership opportunities. Collaborating with like-minded organisations can maximise our collective impact and effect meaningful change. Sustainable funding is

vital for our continued success, so we proactively source funding opportunities to sustain existing projects and develop new initiatives that support our community. Additionally, we actively seek fundraising opportunities for the wider community to join us in supporting our services, fostering a collaborative and supportive environment.

Measuring impact and success is integral to our approach. We utilise various tools to enhance the monitoring and evaluation of our programmes, effectively demonstrating our positive impact and ensuring continuous improvement. Governance is another crucial aspect, and with the support of the Premier League and EFL Trust, we adhere to a strict governance capability code of practise (CCOP). This code showcases best practices in financial management, operational efficiency, safeguarding measures, and strategic decision-making, ensuring transparency and accountability throughout our work.

Environmental sustainability is deeply ingrained in our approach and essential to our CCOP. By implementing eco-friendly practices and promoting environmental awareness within our programmes, we strive to positively impact the local community and the environment, fostering a greener future for all.

Lastly, we are committed to inspiring and engaging the next generation of Blackpool FC fans. By igniting their passion for the club and creating lifelong connections through engaging experiences, exciting events, and inclusive initiatives, we aim to cultivate a new generation of dedicated supporters who will carry the spirit of Blackpool FC forward with pride and unwavering loyalty.

## Our Staff said...

Great chance to work full time in the sports sector and at a professional Football Club

BFCCT are continuously adapting to be able to make a difference to peoples lives

The Trust has a great reputation locally, regionally and nationally





# Strategic Logic

## Challenges

### Health and Wellbeing

- Compared with the least deprived areas in Blackpool, life expectancy in the most deprived areas is 13.4 years lower for men and 10.9 years lower for women. (2017-19)
- Almost three quarters (72%) of adults are overweight or obese, significantly worse than the England average of 63%. (2019/20)
- 41.5% of Year 6 children are overweight or obese, significantly higher than the England average, 35.2%. (2019/20)
- 29% of Reception children are overweight or obese, significantly higher than the England average. (23%)
- The premature mortality rate (deaths aged under 75 years) from all causes in Blackpool is the worst in England. (2017-19)
- Blackpool has the highest rate of smokers in the country, almost a quarter (23.4%) of the adult population smokes tobacco. (2019)
- There were over 4,700 hospital admissions for alcohol related harm in Blackpool in 2018/19, the admission rate is twice the national average.
- 27% of adults are deemed 'inactive,' that is, doing less than 30 minutes of moderate exercise per week. (2019/20)
- Only 62% of adults do at least 150 minutes of moderate exercise per week, significantly worse than the England average. (2019/20)
- The rate of self-harm hospital stays is significantly worse than the England average for adults (2019/20). There were 210 admissions for self-harm in young people aged 10-24 years in 2018/19, the rate (906.1 per 100,000 pop) is twice the national average.
- There were 58 suicides in Blackpool over the 3-year period 2017-19, a rate of 15.8 per 100,000, significantly worse than the national average.
- There were 530 hospital admissions due to falls in people aged 65 and over in 2019/20.
- There were 73 deaths from drug misuse in Blackpool in 2017-19, approximately 24 per year. Blackpool's rate of drug related deaths (18.9 per 100,000) is four times higher than the national average and the highest rate in the country.
- Blackpool has the highest rates of alcohol related and alcohol specific mortality in the country. There were almost 1,900 alcohol specific hospital admissions in 2019/20, rates significantly higher than the England average.
- Blackpool has significantly higher than average rates of mental illness with approximately 20% of the population suffering a mental disorder. Rates of severe mental illness are high with many sufferings co-occurring substance misuse and mental health issues.

### Communities

- The rate of violent crime is higher than the England average and while it fell slightly in 2019/20, is on an increasing trend.
- There were 28 first time young offenders and 69 children in the youth justice system in Blackpool in 2019. Rates are higher than the national average.
- 650 Blackpool children were in care in 2020, a rate of 223 per 10,000, over three times higher than the national average of 67 per 10,000.

### Life Opportunities

- Over half (52%) of adult social care users don't have as much social contact as they would like. (2019/20)
- The average Attainment 8 score of Key stage 4 pupils across Blackpool in 2019/20 was 42.9%, the lowest in England where the average was 50.2%. (Attainment 8 measures the achievements of pupils across 8 qualifications)
- 9.6% of 16 and 17 year olds are classified as Not in Education, Employment or Training (NEET), significantly more than the England average of 5.5%. (2019)
- Only 28% of Blackpool residents are qualified to degree level or above, compared to 40% nationally
- Across Blackpool, 43% of those with a mental illness or learning disability are in employment.
- The availability of jobs in Blackpool is affected by the seasonal nature of the economy and the work available is more likely to be part time where fewer qualifications and lower wages are typical.
- Over 500 people (6%) of the working age population in Blackpool are long-term claimants of Job Seekers Allowance, significantly higher than the national average. (2020)

### Demographics

- Population: 139,500 (2019) projected to fall to 138,900 by 2025.
- 3.3% of the population are from ethnic minority groups.
- Blackpool is the most deprived LA in the country with the lowest life expectancy in England for both males and females. (74.4 and 79.5)
- Over a quarter (26%) of adults in Blackpool have a long-term health problem or disability.
- Over 1,200 children with learning disabilities are known to schools.
- 26% of children live in low income families.

## Assumptions

- Current level of investment remains the same or increases
- Current external support services are maintained
- Current priorities for Blackpool and nationally are maintained
- Venues continue to be accessible in all target areas

## External Factors

- Shifts in national and local trend
- Shifts in policy of key stakeholders and Government
- Impact of external services/programmes/environment outside of our control on outcomes
- Organisations/services competing in same area
- Restructuring of council and local statutory services

## Inputs / Activities

### Strategic Inputs 2020/2021

- £2,559,792 funding secured
- Blackpool FC brand, players, facilities and Fanbase
- Marketing and Communications
- Existing Partnerships
- 80+ full and part time staff
- Supporting every Primary, Secondary and Special School in Blackpool (44 Partner Schools)
- 36 programmes
- On average over 200 sessions per week

### Programmes 2020/2021

#### Early Years and Primary

- Tiny Tangerines
- PL Primary Stars
- Fit2Go
- Holiday Activities & Food
- Sports & Football Camps
- Unstoppable

#### Education and Employability

- High School Hubs
  - PL Inspires
  - 1-1 Mentoring
- Beaverbrooks Enterprise
- NCS
- Skills Booster
- Pre-Traineeships
- Traineeships
- Kickstart
- Blackpool FC Sports College
- Degree Education

#### Community Programmes

- Stars Inclusion Camp
- Disability School Sport
- PL Kicks
- Every Player Counts
- Tower Above
- ADDER
- Divert
- FITBlackpool
- Weekly walks
- Walking & Masters Football
- Sporting Memories
- Extra-Time
- Team Talk
- POOL Together
- Gardening Club
- NAAFI Coffee Mornings
- Forces Football
- Vets on Steps

## Outputs / Measures

### Stakeholders

- Number of VCS engaged
- Number of schools engaged
- Number of public sector departments and organisations engaged
- Additional Investment secured
- Number of player appearances in the community

### Participation Measures

- Total numbers attending (Unique)
- Attendance rates (Throughput)
- Numbers attending by age
- Numbers attending from BME communities
- Numbers attending by age group
- Number of disabled people attending
- Number of NEET participants attending
- Number of participants attending with specific health/lifestyle issues
- Number of Contact Hours
- Numbers attending at risk of offending
- Number of participants deemed inactive
- Numbers attending from priority postcodes

### Coaching and Volunteering

- Number of Coaches deployed
- Number of Coaching Hours
- Number of Coaching Sessions
- Number of people coached
- Number of Volunteers recruited
- Number of Volunteers deployed
- Number of Volunteer Hours delivered
- Number of Schools Teachers engaged

### Education, Training and Qualifications

- Number of individuals attending non-accredited and accredited training
- Number starting/enrolled on accredited qualifications
- Number of Traineeships
- Number of Alternate Education students

### Delivery

- Number of programmes delivered
- Number of sessions delivered in schools
- Number of sessions delivered in the community
- Number of targeted health intervention sessions
- Number of targeted workshops/social groups delivered
- Total number of delivery hours/sessions

## Impacts (short term)

### Engagement

- Increased % satisfied with services/ programme
- Increase in stakeholder awareness of programmes
- Increase in investment
- Increase in new club fans and match day attendance
- Increase in local stakeholder links
- Number of new community activities created

### Participant knowledge, belief and intent

- Increased numbers of participants engaged
- Increased % agree participation has helped move towards any medium-term outcome
- Short term self-reported lifestyle/ behavioural changes
- Increase in knowledge/confidence/self esteem
- Improved self-reported levels of motivation to learn or engage
- Increase % say they intend to change behaviour
- Recorded behaviour changes (eg. Attend health check, sign up for intervention)
- Improved understanding of health issues and risks
- Improved understanding of local services and how to access
- % participants with improved skills (eg. physical literacy)
- Numbers taking part in new activity and committing to continue/retention rates
- Participants avoiding exposure to ASB

### Coaching and Volunteering

- Number of new volunteers
- Number of participants on-going volunteering
- Number of volunteers transitioning to paid work

### Training and Qualifications

- Number of participants supported off NEET
- Number of new jobs/training/ traineeships supported
- Number of participants moved closer to work or training
- Number gaining qualifications (accredited and non accredited)
- Number of participants completing work placements
- % with improved attitude to learning
- Number of Teachers supported/ mentored

## Impacts (medium term)

### Physical and Mental Health Measures

- Measured improvement in mental / emotional wellbeing of participants
- Measured sustained increases in physical activity levels of participants
- Measured sustained increases in lifestyle behaviours of participants
- Improvement in any targeted health condition (eg. weight)
- Participants continue positive activity
- Measured improvement in quality of life of participants with disabilities

### Sport and Physical Activity Measures

- Measured sustained participants increases in physical activity / sport
- Measured reduction in sedentary behaviour
- Participants continue positive activity
- Barriers to participation removed
- Increased physical activity infrastructure in schools / community
- Participants transitioning to sports clubs
- Increase in elite participation

### Raising aspirations and potential measures

- Increased educational attainment of participants
- Reduction in 16-24 NEET numbers
- Improved school attendance of participants
- Improved attitudes towards education and school/college life
- Increased employability and life skills
- Reduction in exclusion/suspension of participants
- Number of participants into meaningful employment
- Number of participants achieving further qualifications/training
- Number of volunteers moving into paid work, full time opportunities

### Broaden social inclusion measures

- Reduction in perceived ASB
- Increased awareness of risk and crime related behaviour
- Reduced levels of anti social behaviour
- Improved perception of and interaction between local communities
- Communities increase their social connections
- Improved community opportunities to connect

## Impacts (long term)

### Improved Physical and Mental Health

- Increased healthy life expectancy
- Reduced health inequalities
- Reduction in Non-Communicable Disease
- Reduced avoidable use of health and social services
- Improved quality of life of disabled population
- Improved quality of life of participants in target areas of the town
- Reduced strain on local health and social services
- Improved mental wellbeing in the community

### Sustained Participation in Sport and Physical Activity

- Increase in population meeting recommended physical activity levels
- Increase in sports facilities and provision
- Sport and Physical Activity incorporated into all relevant policy and strategy

### Increased raising aspirations and potential

- Improved educational attendance/ achievement
- Reduction in NEET population
- Improved access to sustainable employment
- Reduction in the gap in life expectancy between communities
- More people achieving their potential

### Increased social inclusion

- Reduced levels of crime
- Improved community cohesion
- Improved community resilience
- Enhanced community facilities/ provision
- Reduction in social exclusion numbers
- Reduced levels of anti social behaviour and crime
- Improved quality of life

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