



**Lincoln City
Foundation**

Registered Charity Number: 1128464

STRATEGY

2020 - 2025

OVER THE NEXT FIVE YEARS WE WILL CHANGE LIVES



HAPPIER | HEALTHIER | INSPIRED COMMUNITIES

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Partner Recognition





20-year-old Josh has been playing in our DS Active football team for the last few years. DS Active football sessions provide opportunities for individuals with Down's Syndrome to get involved in sport, improve their fitness and make new friends with like-minded people.

Since joining DS Active Josh has gained in confidence and improved his communication skills, while feeling supported by his teammates. The positive impact of being a part of the Lincoln City DS Active team has been felt by both Josh and his family.

JOSH - I have met so many friendly people and made new friends. I tell everyone how good Lincoln City Foundation is and how they have helped and supported me.



WELCOME

I am passionate about addressing inequality in our county. The Foundation is the ideal platform on which to base this work. It is with a great sense of pride, confidence, and optimism in the future that I present here Lincoln City Foundation's plans over the next five years. I hope you will get a very tangible sense of direction as you read through the following pages covering how the organisation continues on its journey of transformation as an agile and responsive charity, there to support all in society, especially the most vulnerable.

Our vision is dynamic and exciting and our priorities absolutely relevant in the city and wider area.

These have been developed at a time of national and international challenge and from a position where the legacy of the worst pandemic in generations will likely be with us for many years to come. The Foundation has stepped up and delivered a whole range of services to local communities, services that are new to the organisation but delivered enthusiastically and to our ever-present high standards. As we all move forwards together through the recovery phase and beyond, the Foundation will be at the forefront, playing its part.

We are an innovative organisation and this shines through not only in our values and behaviours, but also in the priorities.

The achievements of the football club have been amazing in recent years leading to a new sense of belief and positivity across the whole city. Our drive remains to build on these achievements through our community work.

We will regularly review this strategy to make sure our programmes remain relevant and effective, continue to adapt in innovative ways and above all else, meet the needs of our communities.

So whether you are a client, a partner, a commissioner of services, a supporter, a volunteer or simply interested in what we do, the next five years promise to be a significant period for the Foundation, so please do get involved and come on the journey with us. I hope you enjoy reading this strategy.

Lincoln City Football Club has a long and proud history at the heart of the local community and the work of the Foundation is integral to this. The success of the Club on the pitch in recent years has led to a renewed sense of optimism within the City and the Foundation continues to build on this with its work in the community.

The Board of Lincoln City Football Club and the Trustees of the Foundation are aligned in our values to serve the community and to enrich lives within the wider area. This has never been more in evidence than in recent months during a pandemic where outreach to our local community has been essential.

I am confident that as you read through the blueprint for the next five years, you too will be inspired by our common vision and will want to get on board with us.

As a Club with a loyal fan base in the City and beyond, our ambition is to continue to strengthen ties with our community and the endeavours of the Foundation are central to the success of the Club both on and off the pitch.



SUNIL HINDOCHA
Chair of Trustees



CLIVE NATES
Chair Lincoln City Football Club

Over the past 26 years, Lincoln City Foundation has been at the heart of the local community, providing services that enrich and enhance people's lives, supporting young people, ensuring communities are connected and improving the health and wellbeing of communities in need. Over this time Lincoln City Football Club has developed and evolved, and the needs of the communities we serve have changed.

Now, with the backdrop of the pandemic and the economic, social challenges ahead, our Foundation must adapt to serve both the club and our communities effectively, with positive impact in mind. At the heart of this is our vision – to create happier, healthier and inspired communities.

As CEO I am proud to present this ambitious new vision for Lincoln City Foundation. We are committed to serving the communities of Lincolnshire and we are proud of our long-term association with Lincoln City Football Club.

We are looking forward to working with you in collaboration, with renewed vigour and focus, to ensure everyone has opportunity to improve their physical, social, and mental wellbeing.



MARTIN HICKERTON
CEO Lincoln City Foundation

The recent pandemic has taught both Lincoln City Football Club and the Foundation to be agile and adaptable. This has made both organisations more open to challenge and I believe the strategy laid out in this document reflects that.

The Foundation is already at the heart of the football club and there are some exciting initiatives planned to strengthen this bond in the coming years. These include plans for an upgraded Stacey West stand to include classrooms and areas where the community can engage in sport and education under the umbrella of the Foundation. The Club and the Foundation will continue to work in tandem for the betterment of the local community.

Our aim, as a Club, is to be a Club to be proud of, and critical to this aim is the good work of Lincoln City Foundation.

Using the brand and reach of the football club, coupled with the talents and dedication from all within the Foundation, we combine to form a powerful allegiance and one that is committed to making a positive difference within our County through meaningful and impactful engagement.



LIAM SCULLY
CEO Lincoln City Football Club



SETTING THE SCENE



WHO

Established in 1994 to deliver football programmes as Lincoln City Football in the Community (FiTC), we evolved to become a charity in 2009. We use the unique brand, reputation and reach of Lincoln City Football Club alongside our many influential partnerships to inspire lives and communities.

The move to become a standalone charity has enabled the work of the Foundation to expand and grow, meeting the ever changing needs of an evolving city and county. The original aim of FiTC was to engage individuals to come and watch the mighty Imps. This aspiration remains; however it is now underpinned by a rich portfolio of impactful delivery programmes and societal initiatives.

At present the Foundation has a workforce of over 40 staff and numerous volunteers, whose knowledge, skills, and experience has seen the Foundation remain a constant of the Lincoln City Football Club family. Throughout the past 26 years we have been resilient, overcoming many challenges including the Club's relegation from the English Football League (EFL), a pandemic, changes in government policy and increases in competition. Our agility and creativity will ensure that we continue to develop, evolve, and grow, whilst always ensuring that local need, whatever the challenge, is at the heart of what we do.

WHY

People living in Lincolnshire face a number of challenges including the impact of health, education, and employment inequalities. The recent challenge of COVID-19 has emphasised the focus required to support the most disadvantaged across our communities. By tackling a range of emerging inequalities, we will help to narrow the gap and play a significantly important role in providing opportunities for our communities to be happier, healthier, and inspired.

WHAT

Our aim is to inspire, and build hope and aspiration, providing opportunities for children, adults, and older people across Lincolnshire to achieve their life chances and full potential.

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“Since going to my first Lincoln City match, it has been my dream to play at Sincil Bank and the Foundation gave me my first chance to train with at the club. I've loved training with the Lincoln City Foundation. When I was in the Advanced group, I learnt about the importance of defending and it inspired me to work hard in the Elite Development Centre to become the best defender I can be.”

CAI – Graduate from our Football Development Programme.

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WHERE

We will target our work with a focus on delivering quality outcomes to:

- Children and young people
- Vulnerable adults and families
- People most at risk and disengaged with society
- Areas of deprivation

Lincolnshire is a county that has an increasing population of older people, an economy that is reliant on a low skilled workforce, growing areas of deprivation and a geography that makes connectivity challenging. Coming out of COVID-19 we aim to expand our delivery beyond Greater Lincoln. We will identify and work in partnership with key organisations local to areas of deprivation and need, creating satellite delivery sites of impactful activity.

HOW

We will continue to make a difference, by delivering targeted services. We will identify where we can make the greatest difference by focusing our efforts on our four long term objectives:

- Delivering and supporting Education and Employability opportunities for all
- Providing many Sport and Physical Activity programmes across the region and signposting others ...
- Encouraging and promoting physical health and mental wellbeing
- Stimulating opportunities for positive social change, by bringing people together and being at the heart of growing and diverse communities



WORKING IN PARTNERSHIP = WITH A COMMON AIM

Our strategy will contribute and add great value to the aims and objectives of Lincoln City Football Club. Through our themes of work and planned activities we will effectively connect with existing fans and creatively engage with fans of the future. We have a once in a lifetime opportunity and in partnership with Lincoln City Football Club we will leave a legacy for decades to come.



OUR AIMS



OUR VISION

Happier, healthier, inspired communities



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“Sport and leisure activities, and the related human interactions that take place and enrich people’s lives, are vital to the communities we serve, local businesses and protecting public resources as we recover from the Coronavirus pandemic. I know that Lincoln City Foundation work collaboratively with a range of partners to support individuals in making positive choices in their lives to benefit their own health and well-being, and access the right specialist services when needed.”

KARL MCCARTNEY - Conservative MP for Lincoln

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OUR MISSION

To work with Lincoln City Football Club and our key partners to inspire, empower, and help individuals and communities to improve their physical, social, and mental wellbeing



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“The days of a one size fits all in education system are gone. Employers and learners of all ages are relying on pathways to careers that include combined theory and practical industry experience. By utilising the passion people have for sport and their local community Lincoln City Foundation have the opportunity to engage with young people, and provide adults with career development that is inspiring, adaptable and flexible, contributing the wider health agenda and local skills shortages.”

CLLR RIC METCALF – Labour Leader at City of Lincoln Council

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TRUST

We will always be open, honest, transparent, and reliable.

COMMITMENT

We are steadfast in our dedication to our community, partners, and participants.

INCLUSIVITY

We will always strive to provide a platform of opportunity for all.

OUR VALUES

Our Board and staff have shaped our values and behaviours. They are fully embedded in everything we do, providing a solid platform for our future success, development, and growth

TEAMWORK

We will always support each other, and foster lasting two-way relationships

INSPIRATION

We will provide leadership, hope, and opportunity through innovation

“The reason we enjoy our Tuesday morning senior sessions is the fitness aspect which then spurs us on while at home. We really enjoy the social interaction as a group that Lincoln City Foundation offer as part of the programme and the team treat us as individuals, providing exercises that take into consideration our medical conditions, pushing us without pushing us too far. The sessions are very important to our wellbeing and overall health.”

OUTDOOR WORKOUT, PARTICIPANT.



BE RESPECTFUL

We will always treat everyone equally and without prejudice.

BE REFLECTIVE

We will be agile, responsive, and always evaluate and review the quality of our provision.

BE PROUD

We will lead by example, always striving for excellence, and taking pride in everything we do.

OUR BEHAVIOURS

Our values shape our behaviour towards each other and influence our relationships.

WE WILL ALWAYS STRIVE TO...

BE ADAPTABLE

We will listen, be open minded, and innovative to meet the needs of our communities.

BE PASSIONATE

We will bring energy, enthusiasm, and a hunger to make a difference and have impact.

“Social Action Projects as part of the NCS programme have proved to be a great success and the Royal Air Force Benevolent Fund have benefited greatly from the funds raised by learners. This success is a reflection of the excellent facilitation by the Foundation team, and a credit to what can be achieved when young people are inspired and supported to reach their full potential.”

BRIAN MANNION, AIR & DEFENCE COLLEGE



OUR PRIORITIES



We will focus on developing, managing, and delivering high quality activities across four key areas of work. We will be creative and agile in our approach and where appropriate embrace partnerships and new ideas to ensure what we do is impactful and fit for purpose.

EDUCATION & EMPLOYABILITY

We will provide positive learning environments to inspire people and develop skills for life.

Our goals are to:

1. Be a lead organisation across Primary and Secondary Education providing programmes and opportunities which build knowledge, develop skills, build aspiration, and help to close the attainment gap for the most disadvantaged
2. Continue to build the Post-16 programme. Providing positive learning environments which improve attitudes to learning and support progression into further education and employment.
3. Increase awareness of enterprise and entrepreneurship amongst children and young people by using the backdrop of Lincoln City Football Club's business enterprise models
4. Engage with local employers to provide expertise, work based learning, mentoring, and employment opportunities for young people ensuring that local need, whatever the challenge, is at the heart of what we do.

SPORT & PHYSICAL ACTIVITY

We want to use the power of sport and football to inspire people of all ages to become more active and to increase levels of physical activity and participation in sport across all the communities with which we engage.

Our goals are to:

1. Address inequalities of participation in sport and physical activity by providing access to community activity for more females, BAME groups, people with a disability and people from our most disadvantaged communities
2. Become a lead partner in the delivery of sporting activities and create influential partnerships and networks at local, regional, and national level
3. Deliver opportunities that represent the interests of Lincoln City Foundation and Lincoln City Football Club through our community programmes, competitions, and festivals
4. Champion and raise awareness of the importance of healthy and active lifestyles amongst Lincoln City Football Club supporters and potential new young fans



I have worked in partnership with Lincoln City Foundation for many in years. During this time, we have worked collaboratively on many projects to address community need and support some of the most vulnerable members of our community. Recently, Lincoln City Foundation have lead on the Place Based Social Action programme, making Lincoln one of only ten areas in the country to receive this funding from the National Lottery. This is a truly inspirational project driven by the creativity and dedication of the team.

PAUL CARRICK – Neighbourhood Manager, City of Lincoln Council

HEALTH & MENTAL WELLBEING

To promote a better understanding of physical & mental health issues, and support and tackle health inequality. We will contribute to a healthier community by providing and delivering programmes which are designed to promote and facilitate healthy living.

Our goals are to:

1. Increase opportunities for people who have been diagnosed with physical and mental health related illnesses to engage in activity and sport
2. Tackle the growing trend of inactivity by providing opportunities for people to establish positive habits and to reduce their risk of physical and mental health related illnesses
3. Continue to develop vibrant environments, which encourage a healthy work and life balance
4. Foster resilience by building supportive community networks that influence positive health & mental wellbeing changes through social inter-action

INCLUSION & COMMUNITY COHESION

Using the power of our brand and reputation we will lead, support, and respond to the needs of our communities, especially those in the most deprived areas, inspiring and changing lives.

Our goals are to:

1. Provide access to a breadth of safe and innovative delivery programmes which are creative and impactful
2. To be a 'go-to' delivery partner which collaborates effectively with key local, regional, and national organisations
3. Develop, support, and upskill a sustainable volunteer workforce, which ensures that community programmes are safe, sustainable, and place based
4. Recognise the importance of inclusion and diversity, and to celebrate and reward individual and community achievements



OUR PRINCIPLES



VISIBILITY

Ensure that people know what we do; utilise all available communication platforms and connect effectively with key partners and advocates.



BUSINESS EXCELLENCE

Building our Capability; continue to develop our people and our organisation to enable exceptional delivery at all times.



SUSTAINABILITY

Increase the diversity of income streams; leverage our full potential and engage the expertise of those with whom we support and collaborate, to ease the dependency on public funding.



MEASURE IMPACT

Demonstrate the value of the work we do; consistently and effectively gather evidence, evaluate, and promote our work, creating a clear understanding of the difference that we make.



GOOOOOAAAALLLLL!



BTEC Extended Diploma in Sport Science student Sophie, celebrated 10 years since she had a life-saving operation at Great Ormond Street Hospital, by signing her commitment to Allen Community College in America.

SOPHIE - My dream since I can remember was to play football in America, (mainly inspired by 'Bend it like Beckham'), so when the opportunity came around, to trial for scholarships, I was eager to go. This gives me a chance to test myself against some of the best athletes in the world. I've had to overcome meningitis, injuries and negative self-talk to get me where I am today, but it's all been worth the hard work because 'hard work beats talent, when talent doesn't work hard'.
With thanks to my amazing tutors and academy coach.



STRATEGIC PYRAMID

Our strategic model is built on a solid foundation of values, principles, priorities, and a clear mission and vision to support our aim.



01

VISION

Happier, Healthier, inspired communities

04

PRINCIPLES

Visibility/business excellence/sustainability/measuring impact

02

MISSION

Inspire individuals and communities to improve their physical, social and mental wellbeing

05

VALUES

Trust/commitment/inclusion/teamwork/inspiration

03

PRIORITIES

Education & employability/sport & physical activity/health and mental wellbeing/inclusive & community cohesion

OVER THE NEXT FIVE YEARS – WE WILL INSPIRE AND CHANGE LIVES





“ I’ve been an Imps fan since I was 4 years old, and I worked as a steward in the car park for several years. Having Harry Anderson take the time to come and visit me has really made my day. It will be something I will be talking about for many years to come” ”



“ I was coming onto the NCS programme not knowing what it was all going to be about but little did I know I’ve made friends for life. It was amazing the way that our head coaches helped, bonding us all together all the way throughout. We were all a bit nervous at the start but now we still talk all the time and have a great laugh. ”

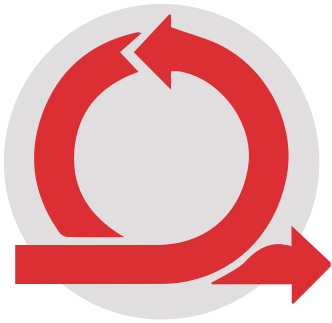
OLLIE-FORBES SHARPE, NCS PARTICIPANT



OUR PLEDGE



WE WILL



Be agile, adaptable, and innovative in our approach at all times.

Embed our values, behaviours, and core qualities in everything we do.



Foster a philosophy of effective partnership and collaborative working.

Ensure that we demonstrate the highest standards of governance and management.



Evidence, evaluate and measure the impact across all our themes of work.

Invest in our people, our communities, and the resources they have available to them.



Create safe, inclusive, and vibrant learning and playing environments, ensuring our services are accessible for all.

Provide memorable 'match day' experiences during Lincoln City Football Club home games that represent and showcase our commitment to the community.



WE WILL

Inspire and change lives across all our communities



“At Community Organisers we have been working with Lincoln City Foundation over the last 5 years. Lincoln City are not your ordinary football foundation, and from working with them we have seen how they are working with local people in their community to tackle the wider social and economic challenges that people face. This new strategy shows how the Foundation will be a catalyst for driving forward positive changes and be an enabler for people in the community to be at the forefront of this.”

NICK GARDHAM – Community Organisers



THANK YOU

We would like to thank our partners.
We look forward to working closely with
you all over the next five years.



“The values and principles of LCF are closely aligned to that of EFL Trust and the team driving forward this strategy clearly have expertise, energy, agility and innovation in abundance. I have every confidence that your pledges will be fulfilled and you will build on the success of the last 25 years with a great period of growth in the next 5. I particularly look forward to seeing your broad range of programmes diversify further and the community led plans for the redevelopment of the Stacey West stand come to fruition.”

ANDY SNELL – Director of Business Development, EFL Trust





Lincoln City Foundation

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