



ARGYLE
COMMUNITY
TRUST

Proud to be the official charity of
Plymouth Argyle Football Club

TRUST IN US

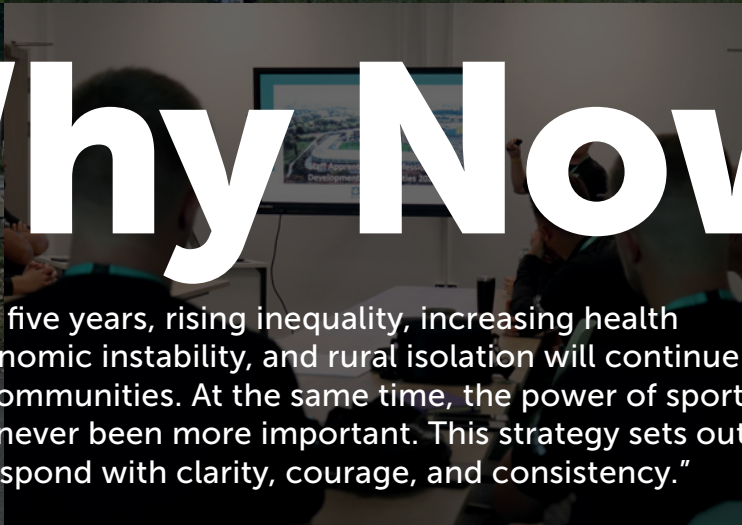
STRATEGIC PLAN 2026 - 2030





Why Now?

"Over the next five years, rising inequality, increasing health pressures, economic instability, and rural isolation will continue to affect our communities. At the same time, the power of sport and place has never been more important. This strategy sets out how we will respond with clarity, courage, and consistency."



Contents



ARGYLE
COMMUNITY
TRUST

P4	INTRODUCTION
P6	KEY MILESTONES
P8	WHAT'S ON THE HORIZON?
P10	OUR IMPACT
P12	DATA AND KNOWLEDGE THAT INFORMS OUR WORK
P16	VISION, MISSION & VALUES
P18	BUILDING FOUNDATIONS FOR OUR COMMUNITY
P19	FOUR STRATEGIC PILLARS
P20	STRATEGIC PILLARS
P22	MAKING IT HAPPEN
P26	GUIDING PRINCIPLES
P30	STRATEGIC PILLAR ONE TACKLING HEALTH INEQUALITIES
P32	STRATEGIC PILLAR TWO IMPROVING OPPORTUNITIES FOR ALL
P34	STRATEGIC PILLAR THREE BUILDING STRONGER COMMUNITIES
P36	STRATEGIC PILLAR FOUR PROVIDING INSPIRING SPACES
P38	OUR PARTNERS AND SUPPORTERS
P39	HOW CAN YOU HELP?



Introduction

Our role as a charity

We are the official charitable partner of Plymouth Argyle Football Club. By utilising the reach of the Club and the power of sport, we aim to enhance the life chances of local people, regardless of age, gender, race, or socioeconomic status. Our work covers over 2,700 square miles including Plymouth, Devon, Cornwall, and the Isles of Scilly.

We take a holistic approach to building stronger communities by improving educational attainment, employability, health and wellbeing, and community safety and cohesion. A central pillar of our work is developing facilities from which we support disadvantaged and isolated communities, underrepresented groups, and at-risk young people. In doing so, we combat the effects of deprivation, unemployment, disability, ill-health, and inactivity. We also collaborate with our network of local and national charities and organisations to maximise our unified positive impact on the communities we serve.

Our achievements to date

The growth of the organisation over the past 15 years has been phenomenal. What is truly special for us is our reach into communities across Devon and Cornwall, using the power of the badge and our resources to help people feel connected. We're incredibly proud of how the charity has changed lives and, at times, saved lives!

In recognition of our dedication to those most in need, we were thrilled to be crowned Community Club of the Season at the 2026 EFL Awards. We also have award-winning programmes - ACTing With Children, our Cornwall-based programme supporting young people with a parent in prison, at the 2025 EFL Awards, and Project 35, our groundbreaking social impact project in partnership with Ginsters aimed at tackling poverty, at the 2024 Football Business Awards.

Other successes saw Argyle 4 Autism, a programme which provides support for neurodivergent children

across Plymouth with autism, and their families, was named the League One Project of the Season at the 2026 EFL Awards, and the charity was named the Community Champion at the 2024 Devon & Plymouth Chamber of Commerce Awards.

We are proud to be providing opportunities for people to play sport, learn through football, build friendships, and tackle societal issues using the game we all love.

Mark Lovell
Chief Executive Officer





KEY MILESTONES

Argyle Community Trust was established in 1992. A charity deeply rooted in our communities, we have developed varied workstreams that have adapted to meet the changing needs of local people. Below is a timeline of significant moments that we have celebrated during the last 10 years.

2015

New BA (Hons) Football Development and Coaching degree launched in partnership with Plymouth Marjon University.



2019

Argyle FIT, a five-a-side weight loss football league for men with a BMI of 25+, launched.



2017

Premier League Primary Stars programme launched, inspiring girls and boys aged five to 11 in the classroom, playground, and on the sports field.



2016

New BTEC Football Education programme, in partnership with City College Plymouth, launched.



2018

Manadon Sports and Community Hub pavilion and 3G opened.





2020

Appointed the lead organisation to coordinate a sports programme to support the commemorations of Mayflower 400.

A comprehensive response to the COVID-19 pandemic was implemented to support vulnerable groups across Devon and Cornwall.

2025

The Hub at Foulston Park opened its doors to the community. A brand-new state-of-the-art sports, wellbeing, and community hub creating opportunities and inspiring people of all ages and abilities in the heart of Devonport.



2021

Introduced the Green Social Prescribing programme, providing a range of activities from partners to enhance the use and enjoyment of Central Park.

Active Through Football launched, increasing physical activity levels amongst males and females aged 18+ in various areas across Plymouth who face the greatest barriers in becoming physically active.



2024

ACTing With Children launched, supporting children and young people aged 0-18 in Cornwall who have a parent in prison.

2022

Project 35, our social impact project aimed at tackling poverty in partnership with Ginsters, was established.

2023

Argyle named EFL League One Community Club of the Season.

'Culture Fest' launched at Ivybridge Community College to celebrate equality, diversity, and inclusion.



2026

Argyle Community Trust named EFL Community Club of the Season at the 2026 EFL Awards.





What's On The Horizon?

We are passionate about our community, and we will continue to utilise our resources and expertise to support people in our local communities. Whilst there has been a change in national and local government, which can cause a change in focus, we are committing to a five-year period of consistency and to ensuring that our services and provisions are available to all.

Foulston Park transforming into community sports and wellbeing hub

In 2024, in partnership with Plymouth Argyle, Plymouth City Council, Plymouth Albion RFC, and Devonport Community Leisure Limited, we began our exciting redevelopment of Brickfields Sports Centre into a community hub – The Hub at Foulston Park. The Hub has been delivering life-changing programmes that combat the effects of deprivation, disability, ill-health, and inactivity from the various multi-use spaces and indoor sport facilities. The facility will continue to expand with a range of outdoor sport spaces being built comprising a full-size AstroTurf pitch, small-sided pitches including a state-of-the-art PlayZone, and a community changing room hub. These outdoor additions have been co-designed to ensure that they meet the needs of local people living in an area of high deprivation and inequalities, and to ensure we can further develop sport, wellbeing, and personal development opportunities for people of all ages, backgrounds, and abilities.

Creating opportunities with young people, for young people

We will continue to strengthen and expand our youth provision, engaging local young people through our open-access youth hub and targeted programmes. We will focus on supporting personal development, promoting participation in training and qualifications, and reducing risk-taking behaviours through positive, diversionary engagement. Our youth and mentoring programmes will provide meaningful opportunities for young people to participate in physical activity, improve wellbeing, develop social skills, and build positive relationships, while raising educational attainment and employment aspirations. Initiatives like Premier League Kicks, Premier League Inspires, The Office of the Police and Crime Commissioner, Targeted Youth Work, and Trauma-Informed sessions will continue to deliver safe, accessible, and inclusive opportunities across our hubs and outreach locations. These programmes will play a key role in empowering young people to fulfil their potential and contribute positively to their communities.

Building healthier lives and communities in Cornwall

As part of our dedication to supporting local people to get active and live healthier lives, we have committed to delivering a weight management programme for the next five years in collaboration with Healthy Cornwall. Our focus is to utilise football to provide programmes that help people experiencing health inequalities to develop long-term behaviour changes and enable them to live healthy lives.



Our Impact

As we set out our direction for the next five years, it is important that our strategy is clear and grounded in the impact we create. The following case studies highlight key projects that have shaped our thinking and demonstrate how our work continues to support people across our communities. They not only reflect the difference we have made but also guide our future approach.

Transforming young people in Cornwall with a parent in prison

ACTing with Children won the 2025 EFL Award for Community Project of the Season, a national accolade for our dedication to transforming the lives of vulnerable young people. This vital programme supports young people in Cornwall with a parent in prison, tackling the known adverse effects, including mental ill-health, trauma, low academic achievement, antisocial behaviour, and engagement with the criminal justice system. We adopt a child-centred approach, offering targeted one-to-one interventions and wraparound support to meet social, physical, mental, and emotional needs. To date, we have supported 114 young people and delivered over 300 hours of targeted support. 75% of our participants report improved resilience and confidence, 75% now attend school regularly, and schools have reported an 86% reduction in absenteeism.

Supporting families experiencing poverty and isolation

Through Project 35, our award-winning social impact initiative in partnership with Ginsters, we support local people experiencing poverty, social isolation, and loneliness. We seek to relieve the short-term effects of food poverty whilst educating people to exit it sustainably. This is done through a range of micro-projects, including food larders, community cookery lessons, and primary school sessions combining free sport and physical activity with food skills and money management advice. To date, we have delivered over 100,000 free lunches to children and young people and supported over 100 families living in temporary accommodation to access 4,500 meals.

Empowering Plymouth and Cornwall to manage weight healthily

We are proud to have secured a five-year contract with Cornwall Council to deliver our life-changing Argyle FIT programme. Delivered in Plymouth and Cornwall, the 12-week weight management programme supports people with a BMI of 25 and over, living in deprived communities. Our hyper-local support enables those facing multiple barriers to participation to develop positive, healthy lifestyle habits and achieve long-term behaviour change. In this weight-loss football league, goals are scored on the pitch and through weight loss, and players take part in health, wellbeing, and nutrition workshops. Our model fosters teamwork and camaraderie, combatting isolation and developing peer support networks that encourage sustained participation, sustainable weight loss, and maximum health improvements. 89% of participants improved their healthy eating habits, 88% improved their mental wellbeing, and 92% reduced feelings of social isolation and loneliness.

Data And Knowledge That Inform Our Work

To effectively plan and deliver meaningful long-term impact, we first need a clear understanding of the realities facing the communities we serve. The following statistics provide an overview of life in those communities, highlighting local trends in employment, education, wellbeing, and access to services. By embedding our work in this evidence, we can better identify the key challenges and opportunities across Plymouth, Cornwall, and West Devon. This understanding has directly shaped our Strategy 2026-2030 and ensures our priorities are aligned with the needs, strengths, and aspirations of our communities.

Isles of Scilly





Plymouth

- Plymouth has an estimated **264,700** residents.
- Plymouth has shorter healthy life expectancies - **59** for women and **64** for men - than the national averages.
- **25,800** older people have illnesses that limit their daily activities.
- **14%** of households can't afford to heat their homes properly.
- Plymouth is among the top **20%** most deprived areas in England, with over half of children living in poverty in some neighbourhoods.
- **1 in 5 adults** do less than **30** minutes of exercise a week.
- **31%** of children do less than **30** minutes of physical activity a day on average.
- There are **53** community facilities per **100,000 people** in Plymouth.
- **Nearly 4,500** people in Plymouth are unemployed.
- Many young people aged **16–25** are still struggling with work or education post-COVID.
- **Over 60%** of jobs need at least a Level 4 qualification, but only **27.5%** of residents have one.
- **24%** of people report feeling lonely.
- **16%** of adults have been diagnosed with depression, which is above the national average.
- **Nearly 7 in 10** adults in Plymouth are classified as overweight or obese.



Cornwall

- Cornwall has an estimated **593,000** residents.
- Around **121,000** residents have a disability or long-term health condition.
- Nearly **1 in 3** unemployed people are not working because of long-term illness, which is higher than the UK average.
- An estimated **30%** of children in Cornwall live in poverty.
- Approximately **15%** of households are in fuel poverty, which is higher than the national average.
- In April 2025, **890** households were living in temporary or emergency accommodation.
- In 2023/24, **31%** of Year 6 children were overweight or obese.
- Cornwall has one of the highest suicide rates in England at **16.1** (per 100,000), compared with **10.7** nationally, highlighting significant mental ill-health.
- Over half of all crime happens in urban areas, especially Truro, Camborne, and Bodmin.
- Around **1 in 5** adults in Cornwall do less than 30 minutes of exercise a week.
- Large numbers of residents live in highly deprived areas within towns. **46%** in Penzance, **43%** in Liskeard, **32%** in Bodmin, and **29%** in Camborne and Redruth.
- **26.1%** of children do less than **30** minutes of physical activity a day.
- Approximately **7,400** people were unemployed at the end of 2023.
- Nearly half of Cornish residents reported feeling lonely.
- Over **40%** of people in Cornwall experience rural isolation.



Devon

West/North

- West Devon has an estimated **58,000** residents, and North Devon **100,000**.
- In West Devon, **12%** of residents live in fuel poverty, which is higher than the national average.
- **68%** of adults in West Devon are overweight or obese — higher than the England average of 64.5%.
- **24.3%** of children do less than 30 minutes of physical activity a day.
- There are **124** community facilities per 100,000 people in West Devon.
- **16.5%** of adults in West Devon are economically inactive.
- Young people with care experience are overrepresented in the Youth Justice System.
- An estimated **10%** of adults often feel lonely in North Devon, with Devon overall at 8%, and England at 7%.
- West Devon has seen a **9%** increase in people seeking financial and social help.
- West and North Devon both face challenges with mortality and social isolation.

Vision, Mission, and Values

Our Vision

Thriving, healthier, and more empowered communities, inspired and supported by Argyle.

Our Mission

We aim, together with Argyle, to engage, educate, and inspire people in our communities to improve wellbeing and resilience.

Our Values

It is important that our staff share a common set of values that provide clear goals for everyone involved in the charity. We strongly believe that these values must be shaped with input from our staff, ensuring they reflect who we are and what we stand for. Through this collaborative process, we have identified a set of values that we believe truly best represent Argyle Community Trust.

Passionate

Driven by our pride in sport and our dedication to the community, bringing energy and heart to every programme we deliver.

Collaborative

Working in unity with our partners, the Club, and the community, believing that a collective and open effort achieves the greatest impact.

Courageous

Leading by example and taking bold steps to tackle social inequalities, daring to innovate and challenge the status quo for the benefit of our people.

Dynamic

Being agile and forward-thinking, evolving our methods to meet the changing needs of our diverse communities across the region.

Excellent

Upholding the highest standards in everything we do, delivering professional, safe, and high-impact provision that exceeds expectations.

Inclusive

Removing barriers to participation to ensure we are a charity for all people, fostering a sense of belonging and equality across all our activities.





Building Foundations For Our Community

We have facilities located across the city with community spaces designed to host programmes and activities that meet local need.



The Hub at Foulston Park

Our brand-new, state-of-the-art sports, wellbeing, and community hub is the destination for creating opportunities and inspiring people of all ages and abilities. Located in the heart of Devonport, Plymouth, the hub is open to all and boasts a gym, soft play, esports and gaming, a community café, and health and wellbeing services.



Manadon Sports and Community Hub

Manadon is our flagship health and wellbeing hub, and is home to grassroots adult and youth teams as we support local people to get active and inspire the next generation of sportspeople.



Sherford Sports Hub

Sherford Sports Hub, with an all-weather sand-dressed AstroTurf pitch, full-size grass pitch, and tennis courts, is part of a broader vision to create a vibrant and active community driven by the Sherford Consortium and supported by Plymouth City Council.

Four Strategic Pillars

- 🛡️ Tackling Health Inequalities
- 🛡️ Improving Opportunities For All
- 🛡️ Building Stronger Communities
- 🛡️ Providing Inspiring Spaces



Strategic Pillars

PILLAR

TACKLING HEALTH INEQUALITIES

Priorities

The diversity of the communities we serve is reflected in the breadth of societal issues across Devon and Cornwall. Whilst local needs differ, health inequalities within these communities are a consistent theme. We aim to transform lives through targeted health and wellbeing initiatives that develop behaviour change habits, build physical resilience, and develop social connectivity to create stronger communities.

Key Outcomes

- Improved physical and mental wellbeing.
- A more connected and informed community.
- Reduced health inequalities.

Commitments

Developing and working in partnership to tackle health inequalities.

Supporting 1,500 people and delivering 2,500 hours of sessions per year through targeted health and wellbeing programmes.



Find out more on page 30

PILLAR

IMPROVING OPPORTUNITIES FOR ALL

Priorities

We are passionate about ensuring everyone can engage with our charity, regardless of their personal circumstances. By leveraging our assets and the strength of our brand, we aim to create inclusive and accessible opportunities for all, including those who face multiple barriers to participation.

Key Outcomes

- Increased number of inclusive provisions that represent the diverse community needs local people face.
- Growth, reach, reputation, and connectivity of Plymouth Argyle.
- Identified and mobilised new accessible opportunities for communities.

Commitments

Working collaboratively with local people, stakeholders, and funders to help Plymouth, Devon, and Cornwall thrive.

Facilitating an environment where sporting success and community growth inspire and support one another.

Increasing our community provisions by 10% per year across Devon and Cornwall.

Delivering a suite of free and low-cost provisions that offer accessible opportunities for all.



Find out more on page 32

PILLAR

BUILDING STRONGER COMMUNITIES

Priorities

Our focus will be to tackle isolation and inequality through place-based programmes that connect people, promote social inclusion, and create opportunities, particularly in areas of high deprivation.

Key Outcomes

- Developed new and sustained existing partnerships to co-design and co-deliver targeted interventions.
- Reduced the likelihood of children and young people becoming involved in risk-taking behaviours.
- Improved community cohesion, leading to a sense of community safety and pride.

Commitments

Supporting 2,500 young people with targeted interventions, positive activities, and safety initiatives by 2030.

Developing community spaces to support local communities, reducing social isolation, and providing community connections within their local area.

Delivering 1,230 qualifications per year through a diverse range of learning to provide people with a stronger start in life and greater aspirations.

Find out more on page 34



PILLAR

PROVIDING INSPIRING SPACES

Priorities

We are committed to developing high-quality community facilities in areas of need. As a charity with three established community hubs and a range of outreach and partner sites, we strive to provide inspiring, accessible, and affordable opportunities for physical activity, learning, and social engagement. We will continue to work closely with stakeholders to enhance and expand community facilities across the region.

Key Outcomes

- Provided safe and welcoming spaces for local people to connect with their communities.
- Developed new community provisions focused on creating positive spaces from various hyper-local sites across the region.
- Created spaces that became development hubs for inspiring and empowering people, and nurturing personal skills to be successful.

Commitments

Making our community venues affordable and sustainable so communities can access them.

Developing a community hub in Cornwall within five years.

Find out more on page 36



A photograph of three children playing football on a grassy field. One child in the foreground is wearing a green jersey and black shorts, with their back to the camera. Two other children, one in a green jersey and one in a black jersey, are in the background, looking towards the camera with expressions of excitement. The image is partially obscured by a large teal circular graphic on the right side of the page.

Making It Happen

Strategic risk mitigation

Consistent leadership and trustee meetings, combined with robust strategic planning, will allow the Trust to mitigate strategic risks, such as funding volatility, workforce retention, facilities sustainability, public sector reform, and safeguarding complexity, in order to run a safe, thriving, and compliant charity.

Accurate and relevant impact reporting

We have implemented resources over the past five years to ensure we monitor our provisions. It is vital we continue to have accurate, relevant, and impactful reporting to demonstrate the difference the Trust makes across our communities.

This will involve capturing quantitative data, such as participation, progression, and improvements in health or education, and qualitative insights, including personal stories and community feedback, to show how our programmes deliver positive outcomes and lasting change.

Accurate reporting will ensure transparency and accountability, while relevant reporting keeps our focus on evidence that aligns with our strategic priorities and the community's needs. By embedding simple but effective impact reporting across all activities, we can demonstrate value, drive improvement, and clearly show how the power of football transforms lives across Devon and Cornwall.

Simple and effective partnerships

We have worked hard to build strong and reputable partnerships since 1992 across Devon and Cornwall. We have earned the trust of national and local organisations through partnerships that help us meet our charitable aims while aligning with the goals of others.

We will continue to engage with our partners across all areas of our work and look to develop new relationships through business networks, partnership groups, stakeholder meetings, and direct collaboration within our communities. Our approach to partnerships will remain simple and effective, ensuring they are meaningful and beneficial for everyone involved. Honesty and transparency will always be at the heart of how we work with others.

A competent and passionate workforce

A dedicated, committed, expert, and passionate workforce that creates a culture of impact and change will be integral to everything we do.

We recognise the charitable sector faces challenges in retention, particularly when competing with public and private sectors, and due to cost-of-living pressures. The Trust is extremely proud of its staff and the positive impact they make. Over the next five years, we are committed to supporting and developing our workforce by providing training opportunities, strengthening staff voice through the Staff Forum, and developing a culture of teamwork that makes the Trust a rewarding and supportive place to work. From Trustees down, we will seek opportunities that support our workforce and will be clear about our decision-making, ensuring there is a listening culture within the organisation, and a bottom-up approach.



Diverse revenue streams

The charitable sector is facing significant financial pressures, including increased competition for funding, changes to funder priorities, and reduced availability of long-term grants. It is essential that we operate in a financially responsible and sustainable manner, ensuring that resources are managed prudently while continuing to invest in high-quality delivery and future growth.

We will strengthen our financial resilience by diversifying income streams, reducing reliance on single funding sources, and aligning expenditure closely with strategic priorities. We will maintain robust financial controls, forward planning, and risk management to ensure financial stability and accountability across the organisation.

We will achieve this by:

- Working with the business community to develop partnerships that support corporate social responsibility objectives and generate sustainable income.
- Positioning the Trust as a trusted, high-quality delivery partner across Devon and Cornwall.
- Securing direct contracts aligned to our aims in health, education, employment, and community development.
- Strengthening relationships with existing funders and partners to support continuity and growth.
- Expanding voluntary income through clear communication of impact and outcomes.
- Developing subscription-based activities to maintain provision beyond traditional funding cycles.
- Delivering fundraising and large-scale events that generate unrestricted income.
- Using insight from our impact team to align delivery with local need and funding priorities, ensuring efficient and effective use of resources.

This approach will enable us to protect core services, respond to change, and invest confidently in the long-term impact of our work.

Powerful case studies

By using case studies, we will showcase the powerful stories behind our work and demonstrate the real impact we have in our communities. Through a range of storytelling methods, including written narratives, digital media, and personal testimonies, we will highlight the positive outcomes and changes created through our programmes.

This will not only help evidence our impact to our partners and funders but also inspire greater community engagement. By sharing stories of progress, we aim to encourage more people to connect with the Trust, participate in our activities, and access the support available through our charity.

Supporters and players

While matchdays make us unique, it is equally important that we harness our resources and supporters to help deliver the aims of our strategy. Plymouth Argyle has a passionate and far-reaching fanbase across Devon and Cornwall - a community deeply connected to the club and everything it represents.

This provides an opportunity to create positive change within our communities. By engaging our supporters and players, we can amplify our messages, promote our programmes, and encourage greater participation through volunteering and community involvement.

Utilising the passion and reach of the Argyle fanbase will strengthen our visibility, enhance community connectivity, and reinforce the role of the Trust as the charitable heart of the football club.





Guiding Principles

SAFEGUARDING

Safeguarding is integral to everything we do. The Trust is committed to creating environments where children, young people, and adults are safe, valued, and supported. We will embed safeguarding across all areas of our work, ensuring staff and volunteers are confident, trained, and empowered to recognise and respond to concerns. Our culture will promote care, openness, and accountability where welfare is prioritised, and everyone understands their role in keeping people safe. Through strong leadership, shared responsibility, and continuous reviews, safeguarding will remain a defining principle of how we operate throughout our strategy and beyond.



EQUALITY, DIVERSITY AND INCLUSION

As a community-focused organisation, we recognise that our strengths lie in understanding and representing the diverse local communities we work with. By utilising local demographic data and community insights, we will ensure our programmes, partnerships, and practices reflect and respond to the needs of individuals regardless of background, ability, or circumstance. This commitment will help shape how we design, deliver, and evaluate our provisions.

The Trust will take an inclusive approach to access, ensuring its facilities and programmes are welcoming and responsive to the needs of underrepresented groups. Through ongoing engagement, we will continue to listen to local voices and use this insight to shape meaningful opportunities that reflect the diversity of our communities. We will build and maintain a workforce that reflects the communities we serve, promoting fairness, equity, and opportunity through inclusive recruitment, training, and career progression.

EVIDENCE BASED

To ensure we meet the needs of our community, we will make informed decisions based on local evidence and insights. Our underpinning principle will be to engage with local communities through regular stakeholder meetings, neighbourhood forums, and other community engagement processes. This will complement local data and evidence sets, enabling us to ensure our programmes effectively respond to and support community priorities.



HEALTH AND SAFETY

Safe and well-managed coaching and delivery settings will underpin our work. Health and safety will be embedded within the planning and delivery of all sessions, projects, and events, ensuring that legal requirements and recognised good practice are consistently met. A practical and proactive approach to risk management will be taken through clear procedures, regular risk assessments, and appropriate training for coaches, staff, and volunteers. Through a culture of responsibility, review, and learning, we will facilitate safe practices that allow participants to engage with confidence and ensure ongoing safe and consistent delivery of all our sport and physical activity programmes.



Strategic Pillar 1 **Tackling Health Inequalities**

OVERVIEW

Plymouth is among the 20% most deprived areas in England, and in some neighbourhoods over half of children live in poverty. The city also experiences higher rates of smoking, obesity, alcohol-related harm, and deaths from circulatory diseases and cancer. These issues are most severe in areas of deprivation, particularly in West Plymouth, and align with Plymouth City Council's Thrive Plymouth 4-4-54 framework.

Although Devon and Cornwall benefit from strong health and third-sector support, challenges persist. Plymouth's healthy life expectancy is 64.3 years for men and 59.3 years for women, and Cornwall faces high levels of long-term health-related limitations.

Consultation highlights the need for targeted, place-based provision, especially for young people, low-income communities, people with long-term conditions, females, and underrepresented groups.

OUR APPROACH

Innovative programmes

Deliver innovative and engaging provisions that utilise our brand and resources. Use a place-based approach to deliver sessions that remove barriers to participation.

Behaviour change

Work with people to develop strategies to improve their health, build positive habits, and develop long-term behaviour changes.

Inclusive provision

Utilise multipurpose and accessible venues, and regularly review our programmes to meet the needs of users. Explore financial support to ensure accessibility for everyone.

Preventative action

Support people before ill health, building habits and knowledge that support lifelong wellbeing.

Connecting communities

Build social networks to help reduce loneliness, social isolation, and improve people's wellbeing.

KEY AREAS

PRIORITY OUTCOMES

OUR COMMITMENTS

Target risk-taking
behaviours

Improve health outcomes in targeted areas, demonstrated by reductions in risk-taking behaviours and decreased reliance on health services.

Improving health and wellbeing across our communities by delivering high-quality, accessible programmes that support 1,500 people annually through targeted health provisions.

Improve
physical and mental
wellbeing

Increase the number of individuals improving physical and mental wellbeing, measured through participation levels and health assessments.

Developing a minimum of five community health hub projects that create a connected network of provision that responds to local need through targeted initiatives like Extra Time and It's a Goal. This will reduce barriers to participation, enhance physical and mental wellbeing, and contribute to measurable reductions in health inequalities across the region.

Create connected
communities

Expand access to health and wellbeing opportunities by increasing usage of our facilities and access to community sessions that reduce identified barriers to participation.

Strengthening our role as a trusted partner and key influencer in shaping community-led health, wellbeing, and inclusion support.

Reduce place-based
health inequalities

Strengthen our role as a recognised leader in community-led health provision across Devon and Cornwall, measured by stakeholder engagement, partnership growth, and the reach of our health, wellbeing, and inclusion programmes.

Strategic Pillar 2 **Improving Opportunities For All**

OVERVIEW

Despite the known benefits of sport and physical activity, too many people across our communities continue to face significant barriers to leading active, healthy lives.

In Plymouth, almost 40% of adults and more than 50% of children and young people are not active enough for good health. Only 27.9% of residents eat the recommended five portions of fruit or vegetables a day, while 18.4% of adults complete less than 30 minutes of exercise each week, classing them as 'inactive'. Lack of physical activity is a contributing factor in many long-term conditions that impact wellbeing, community participation, and quality of life. 15.9% of adults have diagnosed depression, 25.4% report high levels of anxiety, and 7.7% experience low life satisfaction, all above national averages. Regular physical activity is proven to reduce symptoms, improve mood, and enhance overall wellbeing, so increasing access to sport and movement can play a vital role in addressing these mental health challenges.

Cornwall faces similar challenges. Data highlights lower activity levels among adults over 54, people living in deprived communities, and those with disabilities or limiting illnesses. For children and young people, the picture is equally concerning. 49% do not meet the Chief Medical Officer's physical activity guidelines, with participation strongly influenced by family affluence, special educational needs, and disability.

This strategy seeks to address these inequalities by expanding opportunities, removing barriers, and ensuring that every individual, regardless of background, age, or ability, can access the life-changing benefits of sport and physical activity.

OUR APPROACH

Place-based delivery

Focus activity in the communities with the lowest participation rates and ensure opportunities reach people most at risk of inactivity.

Reduce barriers to participation

Deliver engaging, inclusive opportunities by addressing financial, physical, social, and confidence-based barriers that limit engagement.

Early intervention for children and young people

Provide high-quality experiences for young people to be active through schools and community programmes to shape positive behaviours early in life.

Collaborative health and wellbeing support

Work in partnership with health services, mental health providers, public health teams, and schools to position physical activity as a key tool for improving wellbeing and preventing long-term conditions.

Provide fun, positive, and high-quality experiences

Invest in staff training and development so that our workforce is confident and skilled to create engaging sessions that help more individuals develop a lifelong love of being active.

Develop strong partnerships

Collaborate with councils, Active Partnerships, schools, NHS services, and the voluntary sector to align priorities to maximise opportunities and impact.

KEY AREAS

Reduce inequalities and barriers to accessing sport and physical activity

Create healthy habits for life

Develop a highly skilled, motivated, and innovative workforce

Remain agile and brave to deliver sessions that meet ever-evolving communities

Make opportunities fun and appealing to our diverse communities

PRIORITY OUTCOMES

Achieve an increase in the number of adults and children meeting physical activity guidelines, particularly among inactive groups.

Increase our repeat engagements, measured via attendance figures, participant surveys, and retention rates.

Ensure all delivery areas of Plymouth, Devon, and Cornwall have at least 28 accessible programmes or facilities.

OUR COMMITMENTS

Increasing our reach and expanding our provisions into eight new communities annually.

Being courageous and diversifying our output to best serve the ever-changing needs of our communities, including delivering 2,035 hours of disability sessions annually.

Delivering targeted programmes for older adults, young people, those with disabilities, and residents in deprived areas, ensuring no group is left behind.

Investing in staff training and development to ensure our staff are confident, skilled, and able to deliver engaging, inclusive, and empowering sessions.

Monitoring and evaluating our impact, and embracing learning.

Providing a clear pathway, from toddlers to the elderly, to help participants maintain consistent activity over time.

Increasing the number of children and young people regularly participating in school and community programmes by 15% over the next five years.

Strategic Pillar 3 **Building Stronger Communities**

OVERVIEW

Communities across the region face a range of social and economic challenges that impact safety, resilience, and wellbeing.

Crime and anti-social behaviour remain significant concerns, with deprived areas of Plymouth and Torbay reporting violent and neighbourhood offences above national averages. Feelings of community safety drop sharply at night, particularly among women, younger people, and those with long-term health conditions or disabilities.

Rural isolation affects Cornwall and Devon. Lack of transport and facilities, and an ageing population contribute to high levels of loneliness, especially among older adults and low-income households. Younger people report increasing levels of isolation, reduced sense of belonging, and limited access to safe and positive spaces.

Poverty is a growing concern. Many households face high energy costs, poor housing, and rising living expenses, pushing more families into financial insecurity. The use of food support services has increased significantly. Plymouth has 11,500 children living in poverty, and nearly 14% of adults worry about having enough food.

Inequalities, like poor health, low wages, and multigenerational unemployment, continue to shape outcomes, demonstrating a clear need for sustained, place-based delivery that strengthens local networks, improves safety, reduces isolation, and enhances opportunities.

OUR APPROACH

Community partnerships and voice

Collaborate with local organisations to avoid duplication, share resources, and strengthen early-prevention work. Involve residents, young people, and underrepresented groups in shaping provision, ensuring services reflect genuine local need.

Target support in high-need areas and provide early intervention

Prioritise communities facing the greatest disadvantage, tailoring our offer to address specific issues such as crime, isolation, food insecurity, and low aspirations. Engage young people before they become involved in risk-related behaviours.

Community cohesion

Bring people together through safe spaces and inclusive activities that promote connection and empower people to shape local decisions.

Skills and education

Develop partnerships with education, training, and employment providers to address local skills gaps and create clear pathways from our programmes into further learning and work.

Holistic support

Integrate physical activity, social support, and wellbeing initiatives to reduce loneliness, improve mental health, and strengthen community resilience.

KEY AREAS

PRIORITY OUTCOMES

OUR COMMITMENTS

Support young people to make positive choices

Provide accessible spaces for young people and targeted groups, providing support and positive interventions to reduce risk-taking behaviours.

Developing and managing accessible spaces to become beacons for reducing isolation and strengthening connections.

Promote safe and inclusive communities

Deliver engaging activities in areas of high need, promoting safer, more cohesive communities.

Delivering 1,700 sessions annually with under-represented groups, including women and girls, people with long-term health conditions or disabilities, and young people in our most deprived communities.

Develop education and training pathways

Equip local people with key employability and life skills, creating clear pathways into education, training, and employment.

Delivering 1,230 qualifications per year through a diverse range of learning to provide people with a stronger start in life and greater aspirations.

Create accessible and welcoming spaces

Support the development of skills contributing to reducing hardship and encouraging social interaction across diverse groups.

Delivering 912 hours of support and mentoring to young people, focused on reducing risk-taking behaviours and developing wider life skills.

Provide targeted support that addresses inequalities

Involve residents in the design and delivery of programmes, ensuring transparency, trust, and empowerment to actively shape opportunities.

Running 40 community voice sessions per year, involving local people to co-design programmes and influence decision-making. This will ensure our services genuinely meet local need.

Enable participation in local decision making

Clearly and regularly communicate available programmes and initiatives, enabling residents to access support and feel heard.

Ensuring all programmes are high quality and delivered in safe, accessible environments to maximise participation.

Strategic Pillar 4 **Providing Inspiring Spaces**

OVERVIEW

We believe that creating safe and engaging spaces is key to supporting communities and improving health and wellbeing. Across Plymouth, Devon, and Cornwall, many communities experience significant barriers to accessing high-quality facilities and local activities.

Parts of rural Devon and Cornwall are among the most geographically isolated areas in England, where limited public transport makes it harder for residents, especially young people, older adults, and low-income families, to access opportunities. In Cornwall, 14% of residents live in areas classified as “deep rural”, with reduced access to sport, youth, and community venues. Several Plymouth neighbourhoods fall within the most deprived 10% nationally for access to services, highlighting the need for more local, safe, and trusted community spaces.

Loneliness and isolation remain significant issues. 24% of people in Plymouth report often feeling lonely, while 22% in Cornwall feel isolated.

We have developed and operated several facilities in partnership with local and national stakeholders, and we will build on this over the next five years. This will ensure we continue to create spaces that reflect the needs of our communities and act as catalysts for positive change. We aspire to develop and utilise facilities that will become hubs for people to connect, learn new skills, become active, and feel a sense of ownership and pride.

OUR APPROACH

Community and stakeholder engagement

Actively listen to residents, partners, and attendees to ensure spaces respond to local needs.

Sustainable and accessible facilities

Manage venues that balance community accessibility with financial sustainability.

Strategic alignment

Align our facility development and spaces programmes with local authority priorities, neighbourhood plans, and governing body strategies to achieve collaborative outcomes.

Inclusive provision

Remove barriers to participation by providing diverse projects, accessible facilities, and targeted support to ensure everyone can benefit.

Brand utilisation

Leverage the reputation and unique appeal of Argyle Community Trust and Plymouth Argyle to engage those most disconnected from traditional spaces.

Partnership development

Sustain and grow partnerships with local and national organisations to maximise the opportunities and resources available at our sites.

KEY AREAS



Increase access to safe spaces for young people



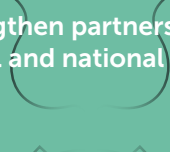
Reduce social isolation and loneliness



Provide inspiring spaces for people to grow and develop skills and behaviours



Grow community-inspired provisions shaped by local voice



Strengthen partnerships at local and national levels



Develop sustainable community facilities

PRIORITY OUTCOMES

Create a network of inspiring spaces across all our operated venues that provide young people, and other targeted groups, with access to support and positive activities.

Grow the number of community sessions delivered that support diverse communities, reducing isolation and promoting active participation.

Ensure each facility has a minimum core offer where each provides a form of education, physical activity, and social support, contributing to stronger, more resilient communities.

Make sure sites are managed to balance commercial feasibility with community accessibility and impact.

Maintain a strong presence throughout our targeted communities, growing new relationships to raise further awareness of our services.

OUR COMMITMENTS

Investing in and operating four community facilities, with one of these in Cornwall, ensuring they remain safe and dynamic for local people.

£1.2 million of planned investment into delivering high-quality facilities and services clearly aligned to our communities' needs.

Delivering a breadth of community, education, health and wellbeing, and employment services with an average footfall of over 150,000 per annum.

Making 11,000 hours available to local community groups to book or utilise our facilities to ensure they have access to high-quality facilities at a hyper-local level.

Implementing robust management plans across all sites to ensure they remain financially viable while delivering affordable, community-focused programmes.

OUR PARTNERS AND SUPPORTERS

We have made significant strides over the past five years to diversify our partners and support network, which now ranges from community groups and charities, to businesses and commercial supporters. We recognise that partners and

supporters are integral to the charity and to help us deliver our mission and strategic pillars. Whilst we have highlighted some of our key partners and supporters, the list does not end there, and we aim to engage and grow this over the next five years.

Business and CSR Partners



Education and Employment



Health



Community Partners



Facility Partners



Join Us In Making This Vision A Reality

As a charity, we rely on the support of individuals and businesses to help us continue to support those most in need in our communities.

Together we can build a stronger future for Plymouth, Devon, and Cornwall.

DONATE

Whether it's a one-off gift or a monthly commitment, your donations provide the vital funding needed to keep our community outreach work alive.

LEAVE A LEGACY

By including us in your will, you ensure that our work supporting families and young people in your region continues for generations to come.

VOLUNTEER

Our impact is powered by people. From helping at our food drives to providing support at our roadshows, your time is one of the most valuable gifts you can give.

MAKE US YOUR CHARITY

Nominate us as your organisation's chosen charity. It's a fantastic way to unite your team, boost morale, and show your customers that you're committed to making a difference to your community.

BECOME A CSR PARTNER

We work with businesses to create bespoke Corporate Social Responsibility partnerships that meet your strategic goals while delivering measurable social value to those most in need.

GET INVOLVED IN OUR FUNDRAISING EVENTS

From challenges, to corporate events, our fundraising calendar is full of opportunities to get involved, have fun, and raise the funds that make our programmes possible.



Support Us



JustGiving





ARGYLE
COMMUNITY
TRUST



argylecommunitytrust.co.uk

✕ @ **f** **y** **in** /argyletrust

Registered Charity Number 1128906 | Registered Company Number 06797988