



FLEETWOOD TOWN COMMUNITY TRUST  
REGISTERED CHARITY NO. 07586116

STRATEGY  
JULY 2018-JUNE 2021

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## Foreword

This 2019-2022 Strategy sets a direction of travel for Fleetwood Town Community Trust over the next 3 years and is about how our business can make the best possible contribution to improve the lives of the people across the Fylde coast. Our strategy has been developed through detailed consultation both internally and externally with local, regional and national organisations and policies. We have collated feedback from key stakeholders, participants, parents and our workforce using several methods such as surveys, meetings and strategy focus groups.

The strong foundations that were first established in 2012 when Fleetwood Town Community Trust were formed has enabled us to identify key areas to focus on in order to make a difference to our community. This Strategy comes at a key time in our development and provides a platform for positive change and modernisation going forward. It builds on some significant achievements to date and on the good progress already made against our initial objectives.

The Board and management team have set new objectives and priorities based on a robust review process. An agreed set of objectives and priorities will help us to plan and prioritise our work and make sure that we ask the questions 'are we making a difference and improving the lives of the people across the Fylde coast?', 'how are we meeting needs?', 'what is the value of our contribution?' Questioning the 'how' and the 'what' is so important if we are to continue to maintain the sort of balance we want – where our social agenda is not compromised by a drive to increase income and that those who can least afford to pay for our services are supported the most.

There are opportunities for us to improve our business; we are a young and dynamic organisation with plenty of enthusiasm and ambitious ideas. We are also wise enough to know that we cannot achieve all that we want to on our own and that partnership with others, particularly Wyre Borough Council, is paramount to our success; all the more so at a time when funding is so challenging.

It will be an exciting and hopefully fruitful next 3 years and a time when maintaining a firm focus on our priorities will put the organisation on a stronger footing thereafter.

**Matt Hilton** | Chief Executive | Fleetwood Town Community Trust

## Situation Analysis

It was important to develop this strategy with an approach where we gained an understanding of the beliefs, attitudes and behaviours of our stakeholders both internally and externally to help shape our future provision to best serve our community.

The process was conducted over a period of time and at the heart of it has been the involvement of our workforce. The entire workforce from trustees to volunteers have had their opportunity to feed into the strategy. We created a questionnaire which enabled all staff to input ideas and thoughts on where we currently are and where we want to be. These were then followed up with key stakeholder meetings.

We received over 47 questionnaires as part of our online consultation process, this enabled us to shape our strategy based on external feedback as well as internal. The feedback has also highlighted necessary improvements which will be actioned throughout the period of this strategy.

To accompany this, the senior management team met with key partners, groups and organisations. These stakeholders have given expert advice and support on where they see us fitting within the local networks as well as expressing their opinions on where we can do things better. We have familiarised ourselves and consulted with national partner strategies including Sport England, English Football League Trust and The Premier League.

The result of all of the above has helped us to be clear and confident in both implementing and delivering the Fleetwood Town Community Trust Strategy 2019-2022.

### **What does our workforce want to achieve in this strategy?**

- *Expand current sport and education provision and engage with more participants*
- *To be actively involved in the planning of the future direction of the organisation*
- *Retain high standards and quality across all provision*
- *Diversify into areas such as employability, inclusion and health*

### **What do our partners want in this strategy?**

- *Engage with inactive and underrepresented groups*
- *Help them achieve their goals through a joined up approach and smart working*
- *Deliver high quality provision*
- *Work together to create a better Wyre for all*

### **What does our community want in this strategy?**

- *Remain rooted to the local community and continue developing further*
- *Create a community sports facility to improve grassroots and community sport*
- *Provide a focus on helping disadvantaged and disabled people in Wyre*
- *To increase opportunities for young people to take part in sport and education*

### **How do others describe Fleetwood Town Community Trust?**

- *Reliable*
- *High Standards*
- *Indispensable*
- *Progressive*

# Vision, Mission, Values and Purpose

## Our Vision

“Use the power of Fleetwood Town Football Club to improve the lives of the people on the Fylde coast through participation in sport and exercise”

## Our Mission

“To support and inspire individuals to become physically and emotionally healthy and build strong communities through an emphasis on increased self-value and personal aspiration”.

## Our Values

Our values are based on six guiding principles - our six C's;

- Community-focused; listening to what the community wants, where it wants it and delivering programmes based on these criteria.
- Continuous improvement; monitoring and evaluating everything we do to inform, change pathways and embed reflective practice.
- Credibility; communicating our achievements to all target audiences and stakeholders.
- Creativity; delivering innovative and inspiring programmes, incorporating new ways of working and new programmes that break down the barriers to participation.
- Clarity and accountability; operating with transparent management and reporting procedures with clear audit trails.
- Considered recruitment; recruiting trustees, staff and volunteers who bring added value and skills that positively impact on our programmes.

## Our Purpose

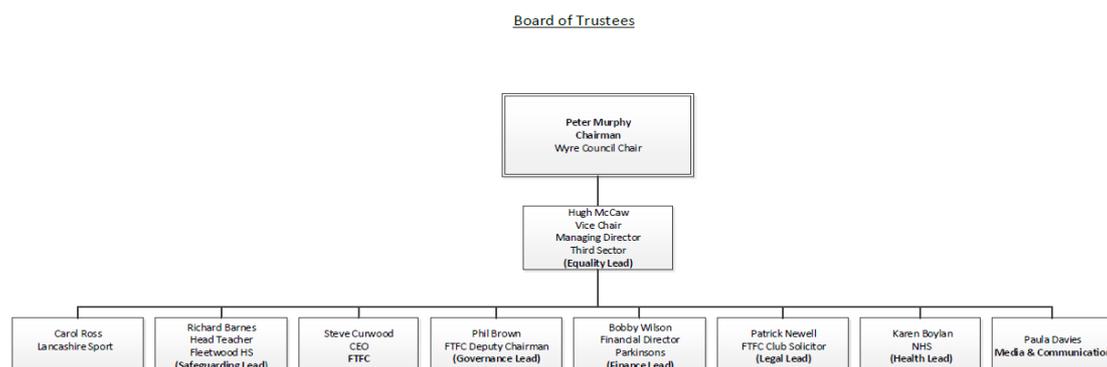
In placing Fleetwood Town Football club at the heart of the community we will:

1. Increase participation in Sport & Exercise and develop talent pathways.
2. Promote wellbeing and healthy lifestyles within local communities.
3. Deliver an inclusive programme of activities that involves and engages hard to reach groups, improving community cohesion.
4. Develop and empower leaders, coaches and volunteers.
5. Engage and inspire young people, raising and celebrating educational achievement.
6. Govern the operations of Fleetwood Town Community Trust (FTCT) efficiently and effectively.
7. Increase the junior fan base of the football club which will help to sustain the viability and success

## The Board of Trustees

Fleetwood Town Community Trust is governed by a Board of Trustees whom have a responsibility for the strategy and direction of the charity's work. Since the inception of the charity in 2012 the board of trustees have grown from strength to strength in both numbers and experience. Our Trustees represent various sectors within the community including education, sport, health, business and commerce.

Upheld by our Chair of Trustees, Pete Murphy and Fleetwood Town FC CEO, Steve Curwood, the intrinsic link between the football club and charity ensures that there is a clear and constant line of communication between the two organisations.



## Strategic Aims

### 1. Deliver a High Quality Service

Our strategic objectives:

- Ensure all participants receive a positive, enjoyable and safe experience.
- Develop and deliver a quality assurance framework across all programmes and invest in workforce development.
- Measure impact through different techniques and publicise an Impact report annually to all stakeholders.

### 2. Govern and Lead Effectively

Our strategic objectives:

- Ensure financial sustainability.
- Ensure there is an appropriate governance and leadership structure to support the strategy and deliver the charitable aims and objectives.
- Ensure compliance with relevant legislation and regulation.

### **3. Improve Inclusion, Health and Wellbeing**

Our strategic objectives:

- Provide a variety of inclusive projects that deliver positive change to disadvantaged and disabled people across the Fylde coast.
- Build strong relationships with other organisations to make a positive impact on health, well-being and inclusion in our community.
- Instil aspects of health, well-being and inclusion into the culture of our organisation to create a lasting legacy.

### **4. Create a Community Sports Hub Facility**

Our strategic objectives:

- Work with key stakeholders to design, develop and create a community sports hub facility in Wyre.
- Provide a core base for the charity to use as its headquarters to deliver our charitable aims and objectives.
- Create a sustainable state of the art sports and education facility for the local community, grassroots clubs and voluntary sector organisations.

# Strategic Aim 1

## Deliver a High Quality Service

### Actions:

- 1 - Ensure all staff are receiving adequate CPD and reflection for personal development, to enable them to thrive within our organisation
- 2 - Introduce and deliver a quality assurance framework for staff to adhere to across all strands of work
- 3 - Highlight our services through varied lines of communication whilst being easily accessible to participants, partners and our community
- 4 - Create a comprehensive offer of affordable services
- 5 - Ensure opportunities for all beneficiaries and stakeholders to provide us with detailed analysis of our work and its impact

### Outcomes:

- 1 - Provide highly qualified and experienced staff to facilitate our projects
- 2 - Ensure our programmes and staff are unpinned by a strong framework to deliver high quality service
- 3 - Ensure awareness of all services whilst maintaining excellent lines of communication creating opportunities to consult
- 4 - Increase our participation levels in a wider breadth of provision
- 5 - Provide us with situation analysis that will ensure we can evolve and re-align were required through suitable consultation

## Strategic Aim 2

### Govern and Lead Effectively

#### Actions:

1. Develop a suitable staffing structure that will meet the needs of the organisation's growth
2. Recruit and retain trustees who will enhance the experience and expertise on our board
3. Align our trustees to a portfolio utilising their skill set and further supporting our staff and programmes
4. Create a framework that will enable us to analyse suitability for new or expansion of programmes
5. Provide a clear reporting system and monthly analysis of financial situation

#### Outcomes:

1. Provide clear lines of communication and support to staff and the projects they oversee
2. Increase the breadth of skills within the organisations whilst strengthening our network
3. Ensure staff have additional guidance utilising the experience and skill set of the board
4. Ensuring that we use an assessment criteria, therefore enabling us to make correct judgement on suitable growth of Fleetwood Town Community Trust
5. Mitigate financial risk to the organisation

## Strategic Aim 3

### Improve Education, Inclusion, Health and Wellbeing

#### Actions:

1. Create an inclusive and high quality disability programme
2. Expand our social inclusion programmes and projects to reach further into our community
3. Utilise community facilities to provide health, wellbeing and inclusion programmes in Wyre
4. Introduce provision targeted at tackling mental health and obesity in children and young people
5. Appoint an employability coach to co-ordinate a programme of education, employment, training and health and wellbeing for unemployed Wyre residents aged 16 – 65 who are facing multiple barriers to active participation.

#### Outcomes:

1. Ensure staff and resources are of high quality to support delivery
2. Maintain progress and development in all areas of health, wellbeing and inclusion
3. Tackle local issues using our highly trained and motivated workforce
4. Ensure we provide high quality provision in schools to educate young people and their families on health
5. Achieve high levels of engagement within our social inclusion projects

## Strategic Aim 4

### Create a Community Sports Hub Facility

#### Actions:

1. Design, plan and develop a scheme for a new community sports hub
2. Prepare for new project delivery at the facility and evaluate current projects
3. Develop education opportunities that can fit into the new facility and improve education in Wyre.
4. Construct and open the new community sports hub facility
5. Appoint a full time facility operations manager to oversee the site development plan and bookings at the facility.

#### Outcomes:

1. Ensure that a new sports hub facility is fit for purpose and meets requirements.
2. New and existing provision created and improved to be hosted at the new facility
3. Better environment for students to study and more option, resulting in better attainment.
4. Provide a fantastic new sports and education facility for the community to use and use as a base for FTCT.
5. Achieve all targets set in the site development plan and ensure the facility is well used by the local community and organisations.

## **Our Commitment**

We never stand still, we want to grow and improve each year and develop new and existing projects to benefit our community. We started in 2012 with little resource and just two members of staff. Six years on we are delivering over 30 community projects to a record 15,000 local people. We are an award winning charity that makes a positive impact in our community and we want to build on this over the next 3 years.

As we enter this strategy we have some very exciting plans, with the aforementioned community Sports Hub facility high on our agenda. We also plan to expand our work into areas we haven't delivered before, such as working with veterans via the Royal British Legion and linking up with Regenda Housing to deliver an employability programme more across the Wyre Borough.

Alongside new projects and facilities we will also improve and expand current projects such as our Premier League funded Kicks, Girls football and Primary Stars programmes. We are a unique charity that has the ability to engage with our community and inspire people to lead a positive and enjoyable life. We want the best for everybody we engage with and we are committed to serve our community for the long term.

# Enablers

## Partners

### Funders

As a self-funding charitable organisation we rely on securing grants from funders who share in our vision of making a difference to our communities. Nationally we will continue to gain funding support through the English Football League Trust and Premier League as one of their Professional Football Charities and will monitor other national funding agencies aims and objectives to align ourselves appropriately to maximise our opportunities to gain further national funds. We will work closely with commissioners in our area to maximise the funding available and, where possible, match-fund aligned programmes to offer value for money as well as more activity for our communities.

Building and maintaining our existing relationships with local commissioning groups will form a key area of work for the senior management team to ensure we are continually seen as a go-to organisation which delivers and maximises outcomes to the community.

### Programme partners

The delivery of this strategy is dependent upon the skills and co-operation of many programme partners that will help ensure we service the community of Wyre appropriately.

We are aware that there are many excellent, skilled and specialist organisations that can help support our delivery including from the public, private and third sector. Understanding the local landscape and programmes already offered to our community will create a sense of togetherness for the local business community allowing programmes to be developed and delivered for the benefit of all. We will continue to consult with our programme partners as well as seek new partnerships that can add value to our offer through additional innovative project ideas.

### Sponsors

As a charity we actively seek organisations to support Fleetwood Town Community Trust through sponsorship of themes, projects and bespoke initiatives. We aim to support and deliver partner organisations' Corporate Social Responsibility plans where these are consistent with our mission. Working in partnership with sponsors who are like-minded organisations and have the community and their workforce at the heart of what they do is important to us when creating sustainable relationships that have mutual benefits for both organisations.

## Enablers

### Facilities

#### Community Sports Hub

Poolfoot Farm is a state-of-the-art sport and leisure complex which is the home of Fleetwood Town Football Club and Community Trust, based in Thornton, Lancashire.

Poolfoot Farm was opened by Sir Alex Ferguson just over two years ago. It provides for a somewhat unique juxtaposition of Elite Professional Football Training and Academy Centre, Community Trust delivery and outreach, Grassroots Football and Commercial Football Pay and Play, as well as providing a destination Sports Bar & Grill and the base for a local Running Club.

Facilities include:

- 3 No. 11v11 Senior Pitches
- 1 No. 7 v7
- 1 No. 5 v 5
- 2 No. 11v11 FIFA 2\* AGPs
- 4 No. 5v5 AGPs (courts with netting)
- Main Building (Restaurant, Offices, Changing Facilities, Classrooms)
- Children's Play Park
- Car Park for 120 cars

The site has had phenomenal success with this not only enabling FTFC to open at Category 3 academy, giving the 1st team superb training facilities but also seeing over 5000 people through its doors each week, with everything from Former Players, Walking Football, Grassroots Central Venue Players, Restaurant Customers, and, Local Amateur Footballers, Fleetwood Town Wrens Women's Team and Students coming through the doors.

Outside FTFC boundary there are the three pitches which FTFC created (as aforementioned) which are shared by both FTFC Academy (Sunday AM) and TCFC Juniors (Sunday PM). The historic sports pitches are currently unusable grassed areas.

The success of the site has created a number of issues.

- The growth of the community trust has led to a lack of space for them both to operate as effective as possible.
- TCFC are now being squeezed, and players joining FTFC Juniors (Grassroots) because of the Poolfoot Facility and are in desperate need to move to one site rather than having two locations in the Town.
- Lack of Car Parking

A planning application is to be submitted in January 2019 for a brand new Community Sports Hub at Poolfoot Farm.

The aims of the sports hub are to increase participation in sport, improve health and exercise levels and provide more opportunities for disabled people to access vital sport and education activities. The sports hub will also host many projects that develop employability skills for people out of work, create new job opportunities, inspire people to become volunteers for local sports organisations, sports clubs and charities, and provide a pathway for gifted and talented young people into elite sport.

The objectives of the community hub are:

- Provide TCFC with one base for all their football
- Provide suitable security of tenure for TCFC and Fleetwood Town Community Trust ('FTCT')
- Enable TCFC to retain and grow and protect long term future and identity
- Provide a floodlit ground fit for Step 6 to support 'show games' and TCFC 1st XI fixtures.
- Provide FTCT with a suitable home, with education facilities, and activation/wellness studio to enhance and further grow their programme, both on site and within the Borough.
- Deliver collaborative pathways across both clubs to benefit all players, both clubs and create commercial stability for the facility and TCFC, including FTFC maintaining the pitches.
- Car park for 110 cars

The site will be secured with suitable fencing level with the building to protect the facilities from antisocial and nuisance behaviour. The site will be open to the public during operational hours, exact times to be confirmed as part of the planning outcome.

## Enablers

### Fleetwood Town Football Club

Fleetwood Town Football Club (FTFC) takes pride in being a community focused, family friendly organisation. We have a desire to make a positive impact on the town and its people.

We recognise that the football club has a privileged and unique position and consequently are able to make a difference in the community in ways that other organisations would struggle.

Sport in general, and football in particular, can be both inspiring and empowering and we always seek to maximise that opportunity.

Since we joined the Football League in 2012 we have had a chance to fulfil those ambitions through the work of Fleetwood Town Community Trust, which now engage with vast numbers across diverse programmes that reach both the youngest and oldest members of the community.

Steve Curwood, Chief Executive, Fleetwood Town FC said; 'As a relatively young football club, growing in so many areas, we place great importance on our engagement with the wider community. The community are the heartbeat of a professional football club. Without constantly developing our work in this area the football club will not prosper. The relationship with the trust between the club at a senior level and all its departments is key to deliver successful outcomes to which everyone will benefit.

Fleetwood Town Football Club's values will be at the heart of everything we do:

**FAMILY** "WE DEVELOP PEOPLE"  
**TEAMWORK** "WE ARE IN THIS TOGETHER"  
**FOCUS** "WE ARE DETERMINED TO BE SUCCESSFUL"  
**COMPETITIVE** "WE NEVER GIVE UP"



## What Our Community Thinks

*'Fleetwood Town Community Trust are committed to supporting the community and people they represent through offering training, sporting activities to increase positive physical and mental health and ensuring that people have opportunities to reach their true potential'.*

### **UR Potential**

*'The Community Trust helps to reduce anti-social and low level criminality, contributing to community cohesion and keeping the district safe'.*

### **Lancashire Constabulary**

*'We are very proud of our work with the Community Trust and fully support their operations within the schools and communities on the Fylde Coast'.*

### **Wyre & Fylde School Sport Partnership**

*'The provision provided by FTFC Community Trust has helped to enrich the lives of local residents by promoting a healthy and active lifestyle'.*

### **Fylde and Wyre Clinical Commissioning Group**

*"We have been very satisfied with the sporting opportunities that have been created this year, thanks to Fleetwood Town's offer, which dovetails well with the Wyre and Fylde Sports Partnership. We have seen huge participation for our sporting clubs and good provision made for curriculum PE, and as a staff, we have learnt new skills and activities, which we build upon in future lessons. The provision has helped create an ethos in our school to show how important activity and fitness is for all of our lives. We have especially enjoyed the after school activities, and Fleetwood Town introduced Handball for the first time in our school, and it proved overwhelmingly popular, with one of teachers continuing with the club since the introduction."*

### **Headteacher - Sacred Heart Primary School, Thornton.**

*"We have been working with the Community Trust since it was set up in 2013 and within this time it is evident that they have made significant contributions to improving health and well-being of local communities within Wyre. This has been achieved through the excellent work they do within schools as well as through the wide range of community outreach and community programmes they have delivered'.*

### **Wyre Council**