



# strategy 2021-24

Over the next three years  
we will change lives.



**community  
trust**

**stronger · healthier · more active communities**





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Chair Fleetwood Town Community Trust  
Andy Pilley,  
Chair Fleetwood Town Football Club

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# WELCOME



**Our vision is dynamic and exciting and our priorities are absolutely relevant in the borough and wider area.**

It is with a great sense of pride, confidence, and optimism in the future that I present here Fleetwood Town Community Trusts plans over the next three years. I hope you will get a very tangible sense of direction as you read through the following pages covering how the organisation continues 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 are absolutely relevant in the borough and wider area.**

This strategy has 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 Trust 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 Trust 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 that we have set ourselves, in consultation over time with a wide range of stakeholders.**

The achievements of the football club have been amazing in recent years leading to a new sense of belief and positivity across the town. 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 participant, a partner, a commissioner of services, a supporter, a volunteer or simply interested in what we do, the next three years promise to be a significant period for the Trust, so please do get involved and come on the journey with us.

I hope you enjoy reading this strategy.

**Pete Murphy**

Chair  
Fleetwood Town Community Trust





Fleetwood Town Football Club has a long and proud history at the heart of the local community and the work of the Trust 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 Town and the Trust continues to build on this with its work in the community.

The Board of Fleetwood Town Football Club and the Trustees of the Trust 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 three 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 across the Fylde Coast and beyond, our ambition is to continue to strengthen ties with our community and the endeavours of the Trust are central to the success of the Club both on and off the pitch.

## Andy Pilley

Chairman  
Fleetwood Town Football Club



Over the past eight years, Fleetwood Town Community Trust has been at the heart of our 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.

**Wyre Council is proud to support this ambitious new vision for Fleetwood Town Community Trust.**

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.

## Garry Payne

Chief Executive  
Wyre Council



# Setting the Scene

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## CONSULTATION PROCESS

As part of the strategic planning process, an extensive consultation exercise has been undertaken involving the following groups:

- Community Trust staff
- Board of Trustees
- Wyre Primary and Secondary Schools
- Community groups
- Fleetwood Town FC
- EFL Trust
- Premier League Communities Fund
- Professional Footballers Association
- Fylde & Wyre Clinical Commissioning Group
- Active Lancashire
- Lancashire County Council
- Wyre Borough Council and other external partners.

The strategy which will set clear objectives and targets for the Trust as a whole, will be supported by operational plans and SMART objectives to enable programme managers/leads to prioritise their workload and measure impact accordingly.

## WHY

People living in Wyre and the surrounding area 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.

## WHO

Established as a charity in 2012 to deliver community sport development programmes. We use the unique brand, reputation and reach of Fleetwood Town Football Club alongside our many influential partnerships to inspire lives and communities.

One of the original aims of the Trust was to engage individuals to come and watch the 'Cod Army'. This aspiration remains; however, it is now underpinned by a rich portfolio of impactful delivery programmes and societal initiatives.

At present, the Trust has a workforce of over 20 staff and numerous volunteers, whose knowledge, skills, and experience has seen the Foundation remain a constant presence of the Fleetwood Town Football Club family. Throughout the past nine years we have been resilient, overcoming many challenges including 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.

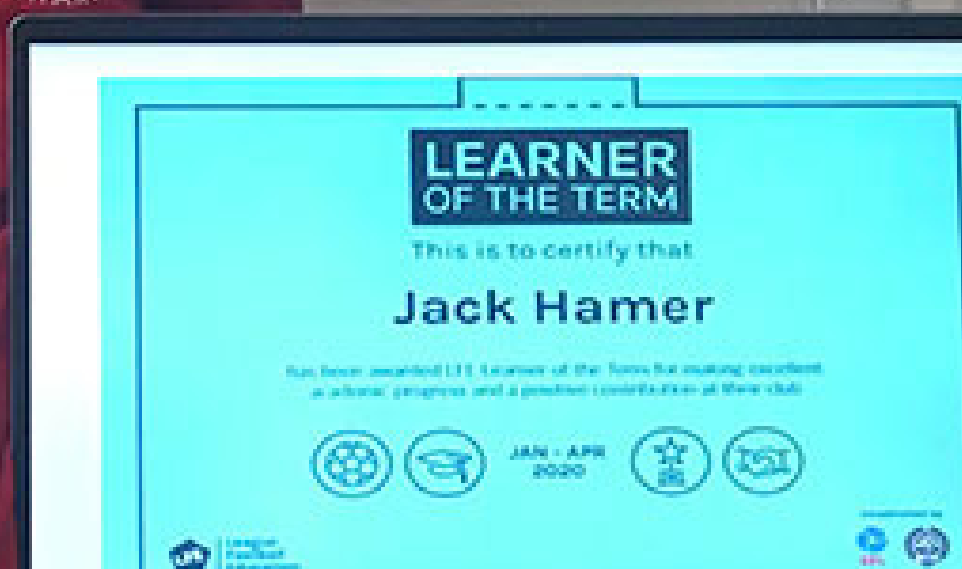
## WHAT

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



“I thoroughly enjoy my time at Fleetwood Town Community Sports College and gained above my predicted grade at BTEC, this then led me to enrol on their Foundation Degree programme which I have been studying for the past year. Since joining the college a few years ago, I have had many work experience opportunities in the local community. This has now led to me becoming a casual member of staff within the Community Trust, which has enabled me to develop my confidence and communication skills.”

Jack Hamer,  
Sports College graduate



## 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

Wyre is a borough 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 to areas of deprivation and greatest need. We will identify and work in partnership with key organisations 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 borough 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

The purpose of the strategy is to set out the intentions and direction of travel for the Trust over the next three years. This plan will be borough wide, and aims to encourage ownership from all members of the community.

Our strategy will contribute and add great value to the aims and objectives of Fleetwood Town 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 Fleetwood Town Football Club we will leave a legacy for decades to come.



# Vision

Our vision is clear and ambitious: Stronger, Healthier, More Active Communities

# Mission

To work with Fleetwood Town Football Club and our key partners to inspire, empower, and help individuals and communities to improve their physical health and mental wellbeing.



“

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 Fleetwood Town Community Trust 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.”

Paul Maynard,  
Conservative MP



“

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 Fleetwood Town Community Trust 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.”

Cat Smith,  
Labour MP





## Trust

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

## Commitment

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

# Our Values

Our Board and staff have shaped our vision, values and behaviours which is consistent with the Trusts purposes. They are fully embedded in everything we do, providing a solid platform for our future success, development, and growth.

## Inclusivity

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

## Inspiration

We will provide leadership, hope, and opportunity through innovation.

## Teamwork

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



# Our Behaviours

## Be Reflective

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

## Be Passionate

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

## Be Proud

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

## Be Adaptable

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

## Be Respectful

We will always treat everyone equally and without prejudice.





“

I find that since I've started the session on a Friday afternoon, I've had a lot more energy and I believe that it's been worthwhile not just for myself but for the rest of the group as well. It's been evident for me to see that it's had an impact as during the sessions I've been introduced to exercises and activities that I've never experienced before and how beneficial they have been to my overall health.”

Joan Smith,  
Fit for the Future participant



## Rio's Story

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Fifteen-year-old Rio has dyslexia, dyspraxia, and auditory processing difficulties, and has been a participant in multiple programmes run by the Community Trust over the past six years, including projects such as MultiStars, a sporting initiative for young people with various disabilities supported by Wyre Council as part of TrySport. Rio found the support through the MultiStars programme invaluable and it really helped his confidence, which inspired him to give something back to the community, and he has since dedicated over 100

hours volunteering with the Community Trust on Trysport, Dodgeball and Premier League Kicks football across Fleetwood.

“Volunteering has helped me get into sport, especially football, which I thought wouldn’t happen because of my problems,” said Rio. “Working alongside professional coaches has allowed me to see that I can achieve, learn and develop new skills, and I would like to thank everyone for the opportunity.”



“

**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”**

**Christian Williams,  
NCS Graduate**

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## 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.

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### 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, higher education and/or employment.
3. 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 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.

1. Address inequalities of participation in sport and physical activity by providing access to community activity for more females, LGBTQ+ groups, ethnically diverse 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 Fleetwood Town Community Trust and Fleetwood Town Football Club through our community programmes, competitions, and festivals.



## PHYSICAL HEALTH AND 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
5. Champion and raise awareness of the importance of healthy and active lifestyles amongst Fleetwood Town Football Club supporters and potential new young fans



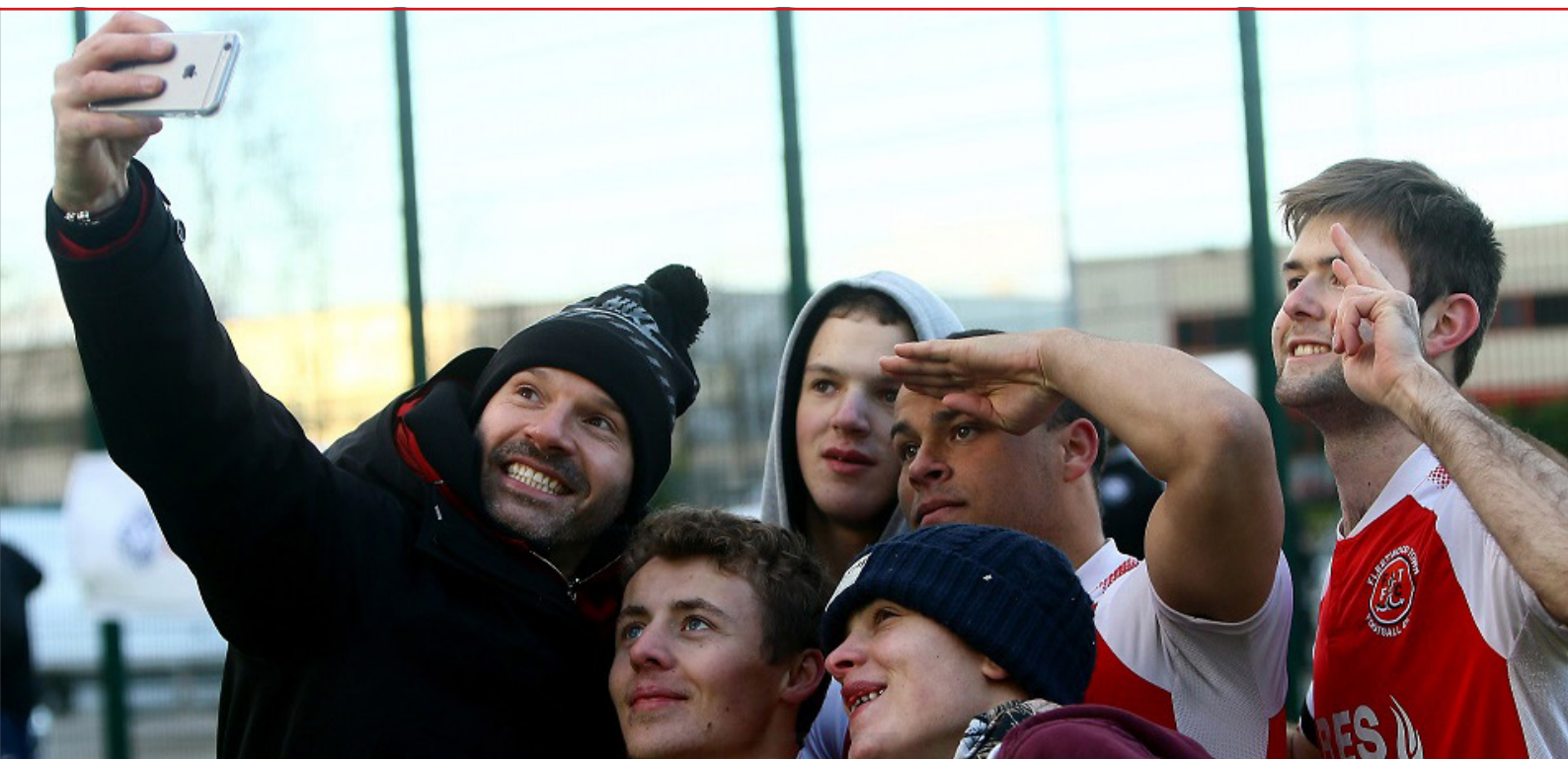
“

The BTEC course has helped with my personal development as I have become much more confident and more independent over the last year. The tutors have encouraged me to do things outside of college like coaching and volunteering, which have opened up a world of opportunities for me. I want to work in either the management of sport, or the sport science side of football, and this course is the foundation for me achieving my goals.”

Sophie Rushton,  
College student



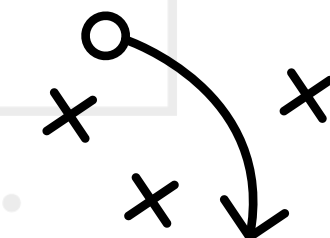




## Our Principles

### VISIBILITY

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



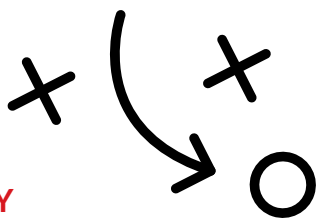
### BUSINESS EXCELLENCE

We continue to review and adapt our organisational restructure in response to the changing economic climate, resulting in a more, agile, efficient and effective organisation.

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

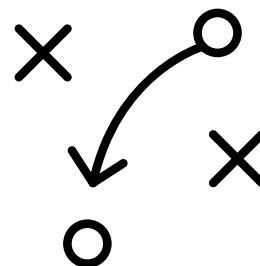
### SUSTAINABILITY

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

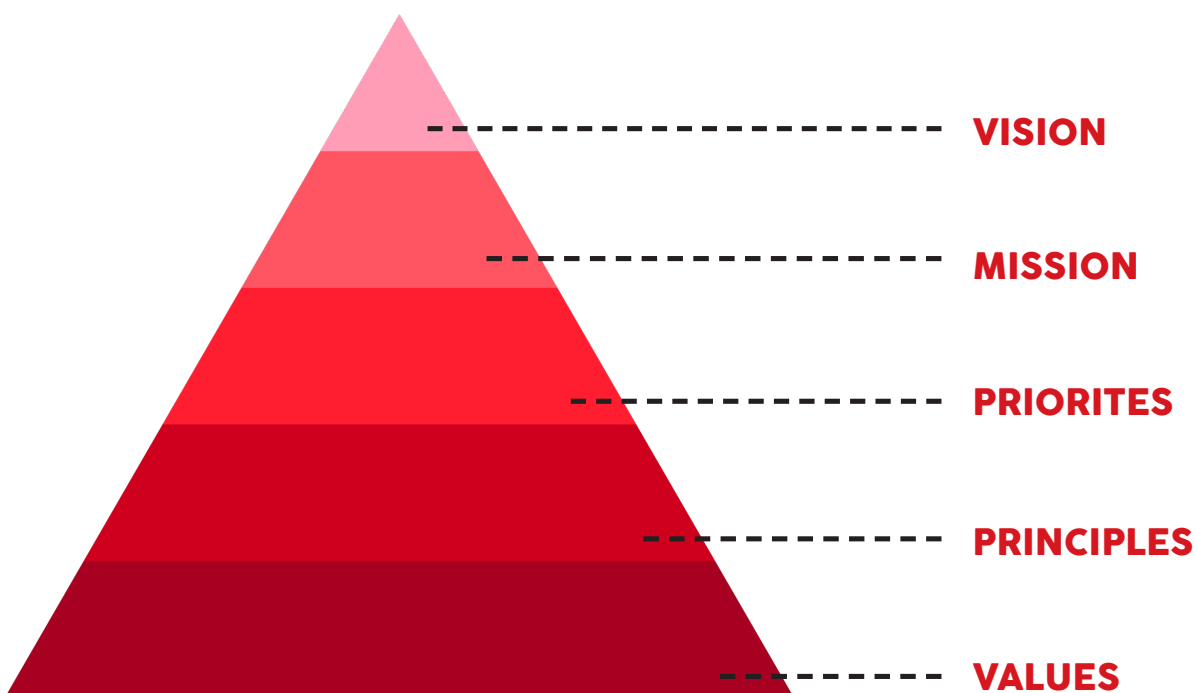
Demonstrate the value of the work we do; consistently and effectively gather evidence, evaluate, and promote our work, creating a clear understanding of the difference that we make.





# 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.



## 1. VISION

Happier, Healthier, inspired communities

## 2. MISSION

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

## 3. PRIORITIES

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

## 4. PRINCIPLES

- Visibility
- Business excellence
- Sustainability
- Measuring impact

## 5. VALUES

- Trust
- Commitment
- Inclusion
- Teamwork
- Inspiration

**OVER THE NEXT THREE  
YEARS – WE WILL INSPIRE  
AND CHANGE LIVES**

**“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.”**

**Lee Cadwallader, Wyre & Fylde School Sport Partnership**

**“Myerscough College is proud to work in partnership with Fleetwood Town Community Trust. The partnership allows our students to access an exciting and varied programme of activities that develop friendships, independence, confidence, and self-esteem whilst giving something back to our local communities. The work of the Trust is absolutely vital in supporting and developing life skills in our young people so they can continue to be proactive and caring citizens in their communities in the future.”**

**Alison Robinson, Chief Executive & Principal, Myerscough College**





## Our Pledge

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### **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 a safe, inclusive, vibrant learning and playing environment, ensuring our services are accessible for all.

### **WE WILL...**

**Inspire and change lives across all our communities!**



“

Fleetwood Town CT is a fantastic organisation that the EFL Trust is proud to have in its network. We have seen the Trust develop and grow into a highly professional, and extremely passionate team that delivers a diverse range of high quality programmes across Fleetwood and its wider community.

Fleetwood Town CT are key partners in a number of our national initiatives, such as NCS, Joy of Moving and Kickstart, which are having a significant impact nationally in providing thousands of opportunities for people to develop skills, live healthier lifestyles and gain work experience.

The national impact of these programmes has been hugely significant, and this wouldn't be possible without committed local organisations such as Fleetwood Town CT, working in partnership with Fleetwood Town, getting into the heart of their local communities.

I would like to commend the Board and staff on their new strategy, and we look forward to supporting them to achieve all of their future ambitions”

Mike Evans  
Chief Executive Officer, EFL Trust



“

In my Capacity as Director of CSR for the Professional Footballers Association it is extremely satisfying to see the forward thinking approach by Fleetwood Town Community Trust. The focus to embed positive social change through the implementation of a detailed strategic plan clearly prioritises the Community they serve.

The vision for a Stronger, Healthier and More Active Community can only be realised through this type of approach and leadership.’

John Hudson  
Director of Corporate Social Responsibility,  
Professional Footballers' Association



A large crowd of people, mostly young men, are gathered in a stadium, holding up large red and white striped flags. A red drum is visible in the foreground on the right. The image is overlaid with a semi-transparent grey rectangle containing the text.

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# THANK YOU!

**We would like to thank our partners.**

**We look forward to working closely with  
you all over the next three years.**

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**stronger,  
healthier,  
more active  
communities**

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