STRATEGY 21-24

ASPIRE - EMPOWER - THRIVE

FOREWORD

This strategy marks 10 years of Stevenage FC Foundation as a charitable organisation, working tirelessly to improve lives within our local community.

It also comes off the back of one of the greatest challenges that any generation is likely to face in the form of the Covid-19 pandemic, which has fundamentally changed not only the way our world works but also people's perspective of their community and their lives.

Our work on this strategy started back in October 2020, after our previous strategy took us through a period of stabilisation, and much needed work internally to create a partner of choice both locally and nationally.

We have digested local and national insight and invited feedback from trustees, partners, funders, participants, staff and fans to develop a bottom up strategy that gives us a direction of travel to utilise our unique place in the community.

Ensuring that we achieve maximum impact and reach those that truly need our support is something we cannot achieve alone. The last 18 months has shown us how great partnerships can be, working together for a collective purpose. As a charity we've never been so connected with other organisations, in some cases, from very different walks of life, and this diverse network has influenced our objectives within this strategy.

Our incredible team believe in this strategy, they believe in the areas that have been highlighted as priorities to help our community recover from recent times and thrive in the future. You'll see within the strategy that whilst these priorities have adapted to local needs, our values as an organisation remain the same, working to deliver an active, healthy and positive life to all.

Joe Goude
Chief Executive

Stevenage FC Foundation is one of the leading charities in the area. Using its sporting and training expertise and its link to the football club, it has been working with many and diverse sections of our community since it was formed 10 years ago.

Thousands of individuals of all ages in schools, clubs and the wider community have benefitted from the many programmes run by the charity in sport, education, health and wellbeing. Quietly but effectively we have been making a difference year on year.

Flexible and responsive, the charity extended its activities during the pandemic to work with partner organisations on responding to the individual and community need to support others quickly and decisively, whether that was food delivery, mental health issues or just overcoming loneliness. The Foundation was there to help.

Based on our sporting and football club heritage, we recognise that working with others in a collective endeavour and responding to the needs of our communities makes the whole result greater and more satisfying than the sum of the individual parts. We do better together.

Our new strategy is the result of much discussion with a wide range of partners and the users of our services to answer the question, how best to use our resources for the immediate and long term benefit of individuals and organisations in our area.

There is much work to do to raise aspirations and achievement in our communities. Our aim is to maximise our contribution and also to help you maximise yours and together we can help more people achieve their goals and prosper in the life they want to lead.

Roger Gochin
Chair of Trustees

STRATEGY TIMELINE

HOW WE GOT HERE...

Oct '20
Initial Strategy Concept Meeting

Dec '20
Concept Agreed & Trustee Consultation Begins

Jan '21
Consultation Begins With 25+ Stakeholders

Feb '21
Research Of Over 20 Partner Resources

Mar '21
Staff Consultation With Initial Draft Themes

Apr '21
Open Consultation Begins

May '21
Consultation Period Concluded

Jun '21
New Vision & Mission Proposed To Board

Jun '21
Draft Strategy Themes Agreed By Board

Jul '21
Logic Model Approved By Board

Jul '21
Final Draft Approved By Board

Jul '21
2021-24 Strategy Launch Event

Aug '21
Impact & Measures Finalised

Aug '21
Partner Roadshow, PR Campaign & Staff Training

Sept '21
New 21-24 Strategy Period Begins

OUR VISION

"A community where all live an active, healthy and positive life"

OUR MISSION

"Delivering local and accessible opportunities for all, using the power of sport and Stevenage FC to inspire our community to live active, healthy, positive lives and create a sense of belonging and purpose".

OUR VALUES

The Foundation has six key core values:

PROFESSIONAL - ENGAGE - OPEN - PASSION - LEAD - EXCITE

P *We will strive to provide the most professional service and delivery to our service users, partners, staff and volunteers.*

E *We will aim to engage with our communities by involving them in our work and ensuring our service relates to their needs.*

O *We will work with openness, integrity and honesty in every area of our work.*

P *We will show our passion and commitment to creating positive experiences at all times for the benefit of our community.*

L *We will lead from the front to inspire our community and guide our participants to reach their potential.*

E *We will excite our participants, partners, staff and volunteers by creating a relatable and fun service.*

A NEW APPROACH...

Since its inception, the Foundation has transitioned from a "Football in the Community" scheme, a model that dates back to the mid 80s as a fan generation tool for the football clubs that those schemes were attached to, into a community development charity, tackling social issues and using football as the hook. This evolution began when the Foundation was founded in 2009, before becoming a registered charity in 2011, and over the last ten years, it has became a tool for good in the local community, albeit with football very much the root of all its offers. The last strategy (2016-19) looked to build on that local reputation and put in place key governance processes to ensure that our work was built upon exemplary charitable governance.

This next era sees a new approach, not only in the way it operates but also in the way the Foundation designs its offer for the community. The workforce has been placed into three key departments, all of which will consider both local and national priorities in order to best use our resources to make a significant impact at a local level. Additionally, there is a step change to a placed based approach in our offer, taking our initiatives to those that need it most and working with our community to create needs led interventions.

Fig. 1 - Stevenage FC Foundation Strategy Summary Infographic

Our main goal with this strategy is to make an active, healthy and positive life accessible to all. From speaking and listening to those in and around our communities four key outcomes have been identified as the main contributors to achieving our vision.

IMPACT
Improved Health & Wellbeing

IMPACT
Greater Life Opportunities

IMPACT
Safer & More Cohesive Communities

IMPACT
More Inclusive & Diverse CCO & Club

4 GOLDEN THREADS

Whilst four key areas have been defined as part of a holistic offer, there are elements that are common throughout all areas of the Foundation's work. These golden threads are key objectives for each tactic across our strategy regardless of the scenario. They are:

ACCESSIBILITY - LEARNING - REALISING POTENTIAL - POSITIVE CHANGE

Co-designing our offer alongside existing or potential participants is essential to ensuring that these threads occur to their fullest.

HEALTHY HABITS...

GOAL:

We will create opportunities for people to lead more active & healthier lives

WHY?

- 27.7% of Year 6 school aged children are classified as overweight or obese
- 1 in 4 Hertfordshire residents will experience mental health problems during their life, with many undiagnosed
- An average 33.3% of adults are physically inactive or fairly active across in our communities
- An average of 64.4% of adults are obese or overweight in our communities, with Stevenage the highest at 69.5%

TACTICS - IN 2021-2022 WE WILL:

- Coordinate a health & wellbeing showcase event at The Lamex Stadium for local residents and for local partners to promote their services
- Deliver curricular programmes to promote healthy eating & physical activity to over 900 local Year 5 children
- Provide over 1,500 hours of physical activity opportunities for older adults

LONG TERM PROOF OF SUCCESS:

- Improved physical and mental health
- More people meeting 3 x 30 minutes of exercise per week
- Reduced % of both child and adult obesity & inactivity levels
- Reduced pressure on local NHS services
- Increased social prescription of physical activity
- Reduced inequalities in physical and mental health

PROGRAMMES:

- *Active Tots*
- *Aspire Camps*
- *Back In The Game*
- *Community Kitchen*
- *Get Set To Go*
- *Introduction To Exercise*
- *Joy Of Moving*
- *Junior Kickers*
- *Live Longer Better*
- *Soccer Camps*
- *Upfront Project*
- *Walking Football*

IMPACT

Improved Health & Wellbeing

ASPIRE TO THRIVE...

GOAL:

We will provide chances for people to realise their potential through education & learning

WHY?

- GCSE attainment is 3.5% lower than regional average
- Significant differences in levels of NEETs between local authority areas. Stevenage above 5% compared to other areas as low as 2%
- Current unemployment levels for those aged 16 and over stands at 4.7% (June '21)
- 19% of children living in low income families

TACTICS - IN 2021-2022 WE WILL:

- Engage with over 30 local schools offering both curricular & extra-curricular activities
- Achieve 100% achievement rates for both Foundation Degree & Apprenticeship qualifications
- Provide a minimum 20 Kickstart Scheme employment opportunities across the Foundation

LONG TERM PROOF OF SUCCESS:

- Progression into education, training or employment
- Reduction in unemployment levels for under 25s
- Improved educational attainment
- Reduced income inequalities
- Reduction in protracted periods of time spent in poverty
- Young people with greater life skills, motivation & confidence

PROGRAMMES:

- *Apprenticeships*
- *Extra-Curricular Clubs*
- *Girls' Football Education Programme*
- *Kickstart Scheme*
- *Premier League Primary Stars*
- *University of South Wales Foundation Degree*

IMPACT

Greater Life Opportunities

PLACES & SPACES...

GOAL:

We will grow the sense of community for everybody, from every background and in every place

WHY?

- 11 of 13 wards in Stevenage are classed as either a very high or high risk of loneliness
- Crime rates including anti-social behaviour and weapon possession has steadily increased since the beginning of 2021
- There is an identified requirement for 2.5 new full sized 3G FTPs to meet existing levels of activity in grassroots football/sport

TACTICS - IN 2021-22 WE WILL:

- Launch an Extra Time Hub as a legacy project for the Coronavirus Community Careline
- Support over 4,500 hours of social action, delivered by young people to support local community organisations and spaces
- Pilot a Youth Engagement Mentor in a local secondary school to support students most in need and signpost to more positive community based opportunities
- Work with local authority partners and grassroots football clubs to identify a key site for a new football hub within Stevenage

LONG TERM PROOF OF SUCCESS:

- Reduced levels of isolation & reported loneliness
- Developing a culture of volunteering & "giving back"
- New and improved community facilities and opportunities
- Reduced levels of crime & anti-social behaviour
- Increased sense of community
- Increased numbers of young people diverted from crime

PROGRAMMES:

- *Community Careline Legacy*
- *Facility Development & Provider*
- *National Citizen Service*
- *Premier League Kicks*
- *Tackling Loneliness Together*

IMPACT

Safer & More Cohesive Communities

OUR BORO...

GOAL:

We will connect with our community to feel part of the Stevenage FC family

WHY?

- Only 12.5% of the Foundation's board are non-male with no representation from BAME groups
- 86-88% of fans attending home matches are male and on average 98% are from white groups
- Stevenage FC Foundation & Stevenage FC staff have only 5% representation from BAME groups

TACTICS - IN 2021-2022 WE WILL:

- Create a Boro Youth Board to shape our matchday experience work and a minimum of 4 outreach workshops for those communities not currently engaged in Stevenage FC
- Further develop our Women & Girls pathway with a post 16 offer established
- Build a better, fit for purpose monitoring system to capture key demographics of our participants and fans that will shape our future priorities

LONG TERM PROOF OF SUCCESS:

- Greater diversity within our workforce and board
- Participant profiles reflect the communities that we work in
- More diverse, equitable and accessible offers & pathways
- Improved cultural awareness amongst participants & fans
- New generation of Stevenage FC fans and first class matchday experiences
- Greater diversity within the Stevenage FC fanbase on matchday

PROGRAMMES:

- *Boro Youth Board*
- *Girls' Talent Pathway*
- *KidsZone*
- *Junior Boro*
- *Matchday Experiences*
- *Stevenage FC Women*
- *Upfront Project: PAN & Deaf Teams*
- *Walking Football: Rep Teams*

IMPACT

More Inclusive & Diverse CCO & Club

MEASURING IMPACT...

Delivering this strategy into our local community is one task, but evidencing that the work we are doing is having an impact is as, if not more, important during these next 3 years.

By utilising both quantitative and qualitative data the Foundation can evidence how it is progressing towards the long term outcomes outlined in this strategy. Additionally, as information is collected it will help the Foundation to understand the participants that are engaging in our projects, allowing us to develop and better tailor activities to meet their needs and continuously improve.

In the main, information will be collected directly by the Foundation using a number of methods. However, there will be situations whereby the Foundation utilises data held by partner organisations that are associated to our projects. Utilising this proxy data will avoid duplication in work amongst partner organisations and will also focus our work to deliver against partner objectives, allowing programmes to mutually benefit not only the Foundation but also those key stakeholders we deliver alongside.

DURING THIS STRATEGY WE WILL:

- *Create an evaluation framework for the strategy's impact to be independently evaluated*
- *Ensure robust monitoring and evaluation tools are available to all staff to record our work*
- *Invest in our marketing & communication workforce to evidence our work in an engaging medium*
- *Develop a culture of co-designing programmes to deliver impact against internal and partner objectives*

CELEBRATING SUCCESS...

A key element to the success of this strategy will be celebrating the individual and collective achievements throughout the three years that it covers. By celebrating the successes of our participants, our staff and our partners, we are not only highlighting the impact that we are making in our local community, but also further adding to increasing the confidence and motivation of existing and potential participants.

We believe that by doing this, we will be demonstrating that our vision of an active, healthy and positive life is indeed achievable for all.

DURING THIS STRATEGY WE WILL:

- *Identify 8 "Community Champions" each year from across our work and celebrate their stories*
- *Showcase the work undertaken by the team via our Annual Impact Report*
- *Work with Stevenage Football Club to give our partners a platform to share their own stories with our wider network*
- *Bring the noise! Ensuring that our community understands who we are and what we are continually trying to achieve*

POWER OF PARTNERSHIP...

Whilst our work, at face value can be relatively straight forward, the complex and widespread issues that our staff, resources and expertise can address, cannot possibly be solved by the Foundation as a single organisation.

The benefits of working in partnership such as sharing resources, reaching wider audiences, blending expertise, are invaluable to the success of this strategy. Our key partners have been consulted throughout this process and will be a vital component of the impact that it makes.

We are forever grateful to our existing partners, those that have helped make this strategy possible. As a team we are committed to forging new partnerships to further the reach and impact of our work.

Stevenage Football Club
EFL Trust
Premier League Charitable Fund
herts sports partnership
Professional Footballers' Association
Hertfordshire Football Association
HART Learning + Development
University of South Wales Prifysgol De Cymru
East & North Hertfordshire Hospitals' Charity
HCF Hertfordshire Community Foundation
Stevenage Borough Council
Hertfordshire
Sporting Futures Training
Stevenage Community Trust
mind for better mental health in Mid Herts
go VOX
Football Foundation
NHS East and North Hertfordshire NHS Trust
The Follett Office
Bedwell Rangers FC
Stevenage SFT Sporting Futures Team
Welwyn Hatfield
GCIS (UK) Ltd. information solutions
+Sport Joy of moving
University of Hertfordshire UH
Young Peoples Healthy hub Stevenage
Watford Community Sports & Education Trust
Letchworth Garden City Heritage Foundation
citizens advice
Wagstaffs Chartered Accountants
Hertfordshire Constabulary
FACE Communications Print Design Graphics

WWW.STEVENAGEFCFOUNDATION.COM

(C) STEVENAGE FC FOUNDATION 2021

STEVENAGE FC FOUNDATION IS A SELF-FINANCING REGISTERED CHARITY (NO: 1140006) WITH THE CHARITIES COMMISSION AND IS GOVERNED BY AN INDEPENDANT BOARD OF TRUSTEES IN ACCORDANCE WITH CHARITABLE LAW