

REALISING POTENTIAL, ACHIEVING GOALS. CHANGING LIVES

2019 - 2023 Strategy



Shrewsbury
Town IN THE
COMMUNITY



WELCOME

We are delighted to introduce our new strategy which sets out how we plan to inspire participants to realise their potential and achieve their goals across Shropshire.

This is an exciting time for the organisation as we launch our strategy for the next five years which will take in our 25th anniversary in 2021.

In developing this strategy we have listened to our stakeholders and addressed some fundamental questions about our vision, mission and purpose, what we plan to achieve and how we intend to achieve it.

Our mission 'to utilise the power of sport to engage, inspire and strengthen our local community' will be accomplished by placing the organisational aims at the centre of the organisation for the next five years.

These aims are:

- **Governance & Leadership**
- **Deliver High Quality**
- **Measurement & Impact**
- **Create a positive journey**
- **Inspire our Supporters**

As the official charity of Shrewsbury Town Football Club we are proud of the difference we make in supporting Shropshire. We are a unique organisation with outstanding resources with the fantastic support of a incredible football club that is at the heart of the community.

With this strategy we have committed to engaging the community and hope to achieve positive outcomes in **improving health and wellbeing, creating better life chances and providing stronger, safer Communities.**



WHO WE ARE

Shrewsbury Town in the Community is the official charity of Shrewsbury Town Football Club. Established in 1996 our mission is to utilise the power of sport to **engage, inspire and strengthen** our local community.

Vision

To take Shrewsbury Town into the heart of the local community, helping people **realise their potential** and **achieve their goals**.

Purpose

To deliver a service that can be judged as 'first class' by our participants, funders and community partners.

A service that is seen to make a significant social contribution, changing lives by creating opportunities for all of our participants.

Why do we think this is important?

People in Shropshire are confronted with a number of challenges from poor health through to accessing appropriate education.

We want to work in partnership to help create a brighter future for Shropshire, inspiring a healthy and resilient community where each individual has the opportunity to fulfil their potential.

How will we make a difference?

In partnership we will work within Shropshire to:

- **Improving Health & Wellbeing,**
- **Providing better life chances,**
- **Creating stronger communities.**

OUR VALUES

Passion

We are passionate about what we deliver for Shrewsbury Town Football Club and how we can make a difference in the community we live in.

Proactive

We are determined to be forward thinking, innovative and ambitious in continually looking to improve our performance and impact.

Fun

We want all participants to share our enjoyment and enthusiasm in what we deliver in a fun and safe environment.

Inclusive

We are committed to support all of our participants regardless of race, gender or ability and will ensure our programmes will reflect this.

Professionalism

Our workforce are coaches, mentors, teachers and role models and always conduct themselves in a professional manner.

Why

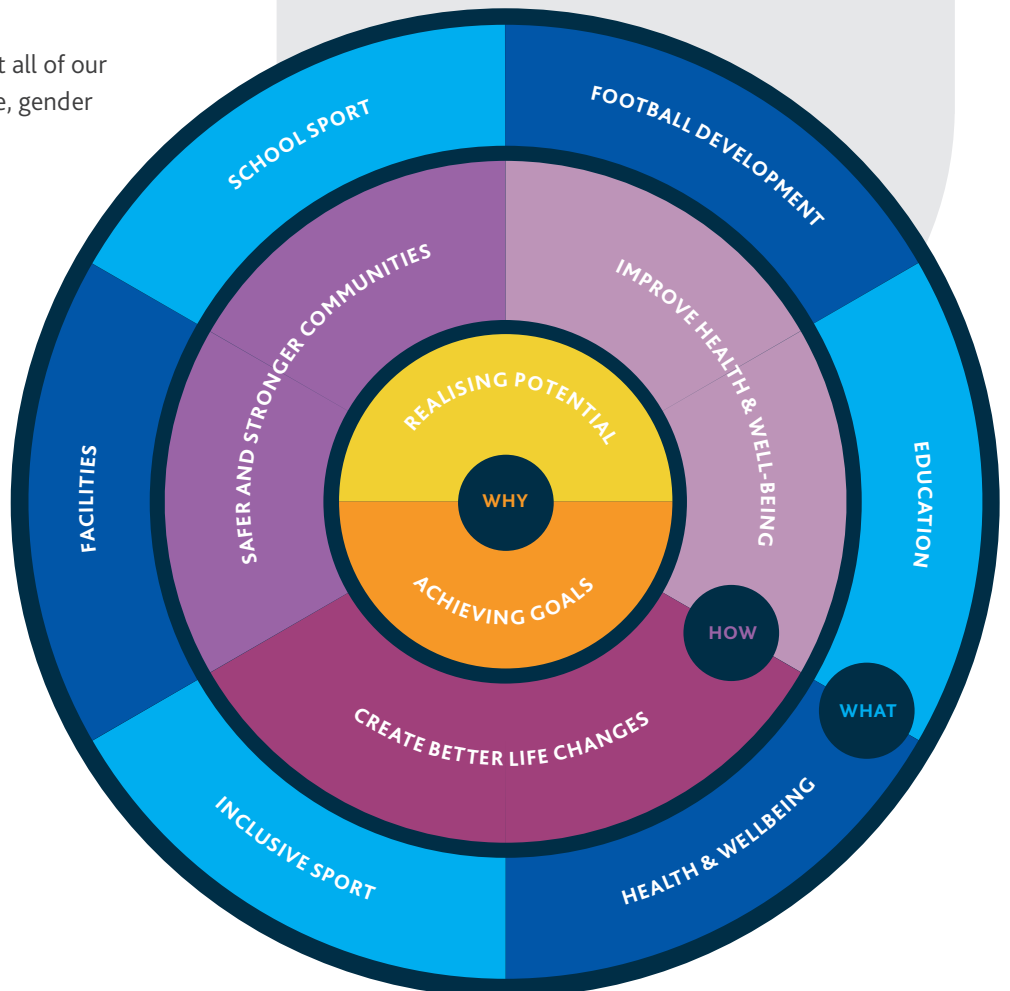
To provide the foundations for participants to realise their potential and achieve their goals.

How

Deliver projects that engage, inspire and strengthen our community, centred around the individual.

What

Provide our community with a 1st class service that makes a significant contribution in changing the lives of our participants.



OUR NETWORK

To enable us to deliver our strategy we will need to work with our partners both locally and nationally.

EFL Trust

Premier League

PFA

Shrewsbury Town FC

Help 2 Change

NCS Trust

Age UK

Mind

Lintel Trust

Shrewsbury College

University South Wales

Hereford & Ludlow College

Shropshire FA

Lingen Davies Trust

Shropshire Council

Children in Need

Wembley National Stadium Trust

Ludlow Football Stadium

Community Football Hub

Friends of the Community



ORGANISATIONAL AIMS

We will: Invest in our Governance & Leadership

1. Develop a robust organisational structure to deliver the strategy
2. Ensure financial sustainability
3. Ensure compliance with relative legislation and regulation

We will: Invest to Deliver High Quality

1. Develop a robust recruitment and selection process
2. Create a quality assurance framework across all programmes
3. Develop and deliver a workforce development plan

We will: Invest in Measurement & Impact

1. Develop individual and project case studies for all programmes
2. Create an annual impact report
3. Invest in technology to measure and monitor all projects and participants

We will: Create a positive journey

1. Provide a pathway for every individual whatever their age or background through programmes or partnerships
2. Create a philosophy within our workforce of supporting the individual to reach their potential
3. Create an inspirational environment for our participants to excel.

We will: Inspire our Supporters

1. Make our club proud that together we positively impact lives
2. Ensure that the passion with the club is shared with the charity
3. Showcase our work at every opportunity

IMPROVING HEALTH & WELLBEING



The case for change

- In Year 6, 17.4% of children are classified as obese in Shropshire.
- Life expectancy is 4.2 years lower for men and 3.3 years lower for women in the most deprived areas of Shropshire.
- The rate of hospital admissions for alcohol related cancers in Shropshire has been higher than the England average for a number of years.

What do we want to achieve?

We want to create opportunities for people to lead healthy and active lifestyles



How will we achieve it?

- We will inspire children to adopt healthier lifestyles by providing sports coaching, health education and teaching resources for schools
- We will increase enjoyment of Physical Education by providing mentoring support to non-PE specialists in schools.
- We will address inequalities of participation in sport and physical activity by providing access to community sports for females, people with a disability and the elderly.
- We will champion and raise awareness of the importance of healthy and active lifestyles amongst Shrewsbury Town supporters.
- We will enhance our relationship with public and third sector health organisations to develop innovative community projects that encourage active and healthy lifestyles.



How will we know if we have been successful?

- Measured improvement in mental/emotional wellbeing of participants
- Measured improvement in quality of life of participants
- Measured sustained increase in physical activity of participants
- Improvement in any targeted health condition (e.g. weight, diabetes).



PROVIDING BETTER LIFE CHANCES

The case for change

- The % of pupils receiving free school meals have lower levels of educational attainment than other pupils.
- There were 684 fixed term exclusions in Shropshire during the 15/16 academic year (Permanent and fixed-period exclusions in England: 2015 to 2016)
- In December 2017 5600 people in Shropshire were unemployed (Labour Market Profile – Shropshire NOMIS)
- 8.8% of State Funded Primary School pupils are eligible for Free School Meals

What do we want to achieve?

We want to further improve education and employment opportunities by:

- Improved school attendance of participants
- Improved educational attainment of participants
- Reduction in exclusion/suspension of participants
- Increase of participants into meaningful employment/ education
- Increase of participants achieving further training

How will we achieve it?

- We will offer post 16 employment programmes that will equip young people with the skills and qualifications they need to successfully sustain employment.
- We will offer a volunteer programme that will provide opportunities for 14 – 25 year olds to access industry specific work based learning.
- We will offer post-16 education programmes through sport which will support progression to further education and employment.
- We will support schools in inspiring young people by providing sports coaching, cross curricular teaching resources and stadium visits.



How will we know if we have been successful? (Short term outcomes)

- Improved school attendance of participants
- Improved educational attainment of participants
- Reduction in exclusion/suspension of participants
- Increase of participants into meaningful employment/ education
- Increase of participants achieving further training
- Number of participants continued involvement in coaching/ volunteering

CREATING STRONGER COMMUNITIES

Alcohol directly contributes to seven types of cancer.

How will we achieve it?

- We will provide access to safe inspiring community facilities that provide the platform to shape a positive future
- We will provide employability training to offenders and ex offenders developing the skills needed to help shape a positive future
- We will provide opportunities for Police Community Support Officers to engage with children and young people through our programmes

How will we know if we have been successful?

- Reduction in the rate of homelessness
- Reduction in levels of crime and anti social behaviour in targeted areas
- Improved perception of and interaction between communities
- Improved community facilities and opportunities

72,000 people in Shropshire (23%) are aged 65 or over.

In 2016-2017 it was estimated there were 11 dependent drinkers in Shropshire per 1000 of population.



Statutory homelessness: 2.9 per 1,000 households compared to 0.9 per 1,000 households nationally.

REALISING POTENTIAL, ACHIEVING GOALS, CHANGING LIVES

Mission

To utilise the power of sport to engage, inspire and strengthen our local community.

Organisational Aims

Invest in our Governance & Leadership
Invest to Deliver High Quality
Invest in Measurement & Impact
Create a positive journey
Inspire our Supporters

Range of work

Health & Wellbeing
Education + Learning
Football Development
School Sport
Inclusive Sport

Outcomes

Improving Health & Wellbeing,
Providing better life chances,
Creating stronger communities.

Values

Proactive | Passionate | Professional | Inclusive | Fun