



Swindon Town FC
Community Foundation



2025-28

VISION AND STRATEGY

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A Note From the Director of STFC Community Foundation



Our last strategy covered 2021 to 2024 and in that time we had some great successes. We opened the Nigel Eady Training Centre, a brand new covered sporting facility for Swindon, and we have seen the benefit it has had to our community. We won the League Two community project of the season, and community club of the season for two consecutive years. We were also selected to host a number of high-profile Premier League and EFL events. As always, we are looking to build on this success during our next strategy period, and we are looking forward to even greater achievements to come.

We have once again utilised our staff, trustees, and stakeholders' input into guiding our direction over this period, and identified key areas for potential growth and enhancement. This document in combination with our Operational Plan will provide the road map for the Foundation over the next four years.

Last year I took the difficult decision to step away from my role as Head of Foundation. I have been privileged to see the Foundation grow and flourish over the 30 years I have been here, and I can't wait to see where the next 30 years takes it. I am sure that under the direction of Shane Hewlett, who has been my Assistant Head of Foundation for a number of years, there are many exciting things ahead for the Foundation, and for the community which we serve.

Jon Holloway

Director of Community

“To strive and endeavour to help people achieve their goals by delivering quality and innovative programmes that focus upon the needs and requirements of its participants.”



MISSION AND VALUES



ENGAGING

PARTICIPATING

ACHIEVING

Our programmes are delivered with the aims of engaging, participating and achieving. This is done by increasing sports participation, whilst looking to increase the allegiance between the local community and their local professional football club.

The Foundation aims to achieve this whilst meeting the aims and objectives, and themes of the Premier League and EFL Trust, including Sports Participation, Education, Social Inclusion and Health.



Strategic and Business Objectives

Strategic and Business Objectives

Our strategic and business objectives can be summarised as follows:

1. Promote equality, diversity, and fairness and facilitate inclusion within our community.
2. Demonstrate the highest standards of Governance and Management, ensuring an appropriate staffing structure, including appropriate personnel, in positions of governance and leadership.
3. Follow a clear strategy that adheres to the Foundation’s Mission and Values.
4. Ensure safeguarding is paramount for all staff and participants, including protection of personal data.
5. Implementation of excellent Health and Safety policies, including risk management and accident reporting.
6. Maintain excellent financial management, including effective implementation of funds and assets to achieve maximum impact and ensure long-term sustainability.
7. Embed a listening culture to understand the needs of participants, including the formation of a ‘youth board of trustees’ to be instrumental in shaping the future of the Foundation.
8. Ensuring clear and regular communication with our participants, staff, and stakeholders.
9. Measuring impact, evaluating success, and acting on these findings accordingly.
10. Maintain a positive and mutually beneficial relationship with STFC.

We can further elaborate on these objectives within the categories of governance and finance.

Governance

- Continue to ensure there is a varied representation of key business areas within the Board of Trustees including but not limited to: Finance, HR, Health & Safety, Safeguarding and Equality, Diversity & Inclusion, Data Protection, and Environmental Sustainability.
- Using the Scheme of Delegation document as a guide, escalate any matters to The Board of Trustees as appropriate and seek any approval required.
- Monitor and evaluate performance of STFC Community Foundation through board meetings and via any other channels agreed by the board and Head of Foundation.
- Review Articles of Association to ensure the document accurately reflects the Foundation’s purposes, and the Governance of The Foundation.

Strategic and Business Objectives

- In Governance of The Foundation a series of policies and procedures are created including (but not limited to) Safeguarding, Equality & Diversity, Health & Safety, Quality Assurance, Monitoring & Evaluation, Expenses, Code of Conduct, Environmental Sustainability, and Recruitment. All policies must be approved and reviewed by Trustee's at the appropriate intervals.

Finance

- Frequently monitor and evaluate the finances through accurate accounting to ensure the viability and sustainability of the business.
- To build on our existing programme and project delivery portfolio without being reliant on core funding from partners such as EFL Trust and the Premier League.
- Frequently review charges to participants to ensure services remain affordable yet feasible.
- Ensure the financial sustainability of the Foundation Park complex, whilst maintaining the level of reserves as stated in the Reserves Policy. The Trust aims to retain these funds in the event of urgent financial matters where this money may be required elsewhere.



United Nations Sustainability Goals

UNITED NATIONS SUSTAINABILITY GOALS

GOAL	How we are working to Achieve Goal	CURRENT RATING	Timescale to Achieve Next Rating Level
NO POVERTY	We endeavour to make sure that affordability is not a barrier to participation in our local projects. Our partnership with the Livingstone Coaching Association in Zambia also allows us to offer opportunities internationally.	■	-
ZERO HUNGER	We have in the past offered lunches as part of our free school holiday camps to help mitigate food poverty, and we have been working closely with the local council on providing assistance to refugees.	■	Further expansion of our support for refugees.
GOOD HEALTH AND WELL-BEING	We run a number of health and wellbeing programmes, supporting both physical and mental health in children and adults.	■	-
QUALITY EDUCATION	The Foundation supports the delivery of quality education in our community, through Premier League Primary Stars, our literacy initiatives, our Project Me programme, as well as our higher and further education programmes.	■	-
GENDER EQUALITY	We strive to promote gender equality in sport. We aim to offer all opportunities to all genders, equally, and we continue to strengthen our girls' pathway through our ETC and PDC programmes.	■	-
CLEAN WATER AND SANITATION	We strive to avoid any negative contributions to clean water and sanitation in the local area, including ensuring safe disposal of chemicals and waste, and we are exploring ways to make positive contributions locally and globally.	■	We're looking at ways we can improve our community.
AFFORDABILITY AND CLEAN ENERGY	The ethics of energy suppliers are an important factor in our choosing for Foundation Park. Solar panels are being installed at Foundation Park in 2025.	■	Solar Panels being Installed in 2025
DECENT WORK AND ECONOMIC GROWTH	We are a responsible employer, and aim to create a positive working environment.	■	-
INDUSTRY, INNOVATION, AND INFRASTRUCTURE	We strive to serve as a community hub, promoting the growth of local infrastructure and industry.	■	Further explore ways to support infrastructure growth - 2025
REDUCED INEQUALITIES	We work as an organisation to reduce inequality in all forms within our community. Our Head of Foundation sits on the Wiltshire FA Inclusionary Advisory Board to help ensure that our sport remains a level playing field.	■	-
SUSTAINABLE CITIES AND COMMUNITIES	We work closely with the Office of the Police and Crime Commissioner to explore ways we can make our community safer and sustainable, which we do through our programmes such as Premier League Kicks and workshops.	■	-
RESPONSIBLE CONSUMPTION AND PRODUCTION	The Foundation promotes responsible lifestyles, including consumption and disposal of waste. We have supported Smart Energy GB with promotional outreach and have been chosen as a core case group moving forward.	■	-
CLIMATE ACTION	Our main role in positive Climate Action is of promoter and educator, initiating workshops and social action projects, and encouraging our participants to take part in programmes such as Planet Super League.	■	-
LIFE BELOW WATER	As part of our sustainability workshops we encourage participants to think about responsible sea food and promote responsible disposal of plastics. We have installed an outdoor tap and provided reusable bottles to participants.	■	Explore new ways we can contribute positively to this goal by 2025
LIFE ON LAND	In the construction of Foundation Park we used renewable materials where possible, and we are in the process of replacing the diseased trees that had to be removed, to replace displaced habitat and encourage biodiversity.	■	Additional flora and foliage being installed 2025
PEACE JUSTICE AND STRONG INSTITUTIONS	We have always promoted the message of peace and justice, and strive for equality in all forms. In the spirit of peace, we have been running free sessions for displaced people and refugees in our community.	■	-
PARTNERSHIP FOR THE GOALS	We are constantly looking to support our work towards these goals by forming new partnerships with organisations such as Swindon Borough Council, Embassy of Mankind, Barnardo's, Alive and Kicking, and more.	■	-



STFC COMMUNITY FOUNDATION LOGIC MODEL 2025-28



CONTEXT

Demographics	Deprivation	Education	Crime	Employment	Health and Wellbeing
The Community Foundation currently serves the growing population of Swindon (approximately 490,000). Swindon is projected to continue to grow at a faster rate (9.5%) than the national average (7.9%). Swindon is the most diverse town in Wiltshire with 16.4% of the population from ethnically diverse backgrounds. Swindon has a higher proportion of the population aged between 0-64 (84.8%) than the national average (81.6%) resulting in a lower proportion of people aged over 65. Just under half of the population of Wiltshire (47.5%) live in rural areas which could provide barriers to accessing services and provision due to the need to travel.	Swindon ranks among the most deprived 30% of Local Authorities in terms of Local Concentration of Deprivation (the levels of deprivation among the most deprived neighbourhoods). The town contains 12 neighbourhoods ranked among the most deprived 10% in the country. This has increased from 8 in 2015 suggesting the poorest neighbourhoods in the town are becoming increasingly deprived. A large proportion of these areas are located in central Swindon within a 10-mile radius of our Foundation Park facility. Considering the different components of deprivation, it is evident that Swindon is ranked as especially deprived on the Education domain and subdomains, as well as exhibiting higher than average levels of crime and geographical barriers to services.	Educational attainment levels for children in Swindon and Wiltshire are relatively high on average. However, the attainment gap for disadvantaged pupils vs non-disadvantaged pupils is notably greater than the regional and national average with disadvantaged pupils fairing less well than disadvantaged pupils elsewhere in England.	As of 2025, Swindon's crime rate is at 12% above the national average, and 48% above the average for the South West. The most prevalent crimes within Swindon are violent and sexual crimes (which equates to 40% of crimes committed) and Anti-Social Behaviour (25% of crimes committed). Through working in partnership with the Wiltshire Police, drug related crimes have been identified as a cause for concern due to the number of County Line gangs operating within the area. Encouragingly however, there has been a 20% decline in drugs related crimes over the last three years.	Unemployment levels in Swindon were recorded at 3.9% in 2021, which is below the national average of 4.8%. 6.7% of 16-17-year-olds are not in education and employment (NEET) which is higher than the national average of 5.5%.	Swindon has the highest concentrations of people with poor mental health conditions in Wiltshire, with 11 LSOAs (Lower Layer Super Output Areas, typically containing between 1,000 and 3,000 residents and 400 to 1,200 households) ranked among the most deprived 10% in England on the Indices of Deprivation Mood and Anxiety Disorders Indicator.

ACTION PLAN TO ACHIEVE AIMS

- Work in partnership with external providers to increase the frequency of educational workshops delivered to participants.
- Increase targeted work with different communities' groups such as those from a diverse ethnic background.
- Work with funding partners to develop programmes that engage hard to reach members of the community in positive physical activity and education opportunities, such as young offenders or those at risk of offending.
- Continue to develop existing and new programmes that challenge and develop participants.

OUTCOMES

SHORT TERM

Sport and Physical Activity	Healthy Lifestyles Awareness	Education, Employment and Training	Engaging Communities
<ul style="list-style-type: none"> • Increased number of young people and adults who participate in sport on a weekly basis. • Increased number of children who participate in sport and physical activity in extra-curricular time. • Increased number of participants in weekly activity from targeted groups – e.g female provision, disability sport, and Diverse Ethnic Communities. 	<ul style="list-style-type: none"> • Participants demonstrate improved knowledge confidence and skills to adopt healthy behaviours • Participants commit to continuing on healthy lifestyle programmes 	<ul style="list-style-type: none"> • Develop partnerships with education, training, and employment providers. • Participants display an improved attitude towards learning. • Participants taking part in educational workshops provided by the Community Foundation 	<ul style="list-style-type: none"> • Engaging with participants from diverse ethnic communities who haven't previously engaged within provision. • Participation in social action opportunities which have positive benefits to the local community. • Participants who engage in activities which challenge negative behaviours such as discrimination, encouraging the celebration of diversity. • Participation in diversion activities as a preventative measure of Anti-Social Behaviour. • Resources targeted to reduce inequalities and tackle loneliness and social isolation • Participation from participants from outside of Swindon, in the surrounding areas of Wiltshire.

MEDIUM TERM

Increase in Physical Activity	Offer Pathways for Participant Development	Improved Behaviours towards Education	Safer Communities
<ul style="list-style-type: none"> • Measured sustained increase in participants physical activity • Measured improvement in physical wellbeing (e.g., weight) • Measured improvement in mental and physical health 	<ul style="list-style-type: none"> • Participants take up volunteering roles within the Foundation leading to opportunities for coach education • Participants are signposted to opportunities which challenge them appropriately giving them the best opportunity to develop. 	<ul style="list-style-type: none"> • Improvements in school attendance and behaviour and reductions in exclusions • Participants post 16 educational attainment and employability improved 	<ul style="list-style-type: none"> • Lower levels of antisocial behaviour, reported by Wiltshire Police in the areas where provision is in place to divert young people away from anti-social behaviour. • Reduction in social isolation • Reduced risk of exploitation • Reduce the risk of young people becoming involved in gangs such as County Lines.

LONG TERM

Sustained Improvement to Health and Wellbeing	Increase in Life Opportunities	Inclusive and Supportive Communities	Creation of an Expert Workforce
<ul style="list-style-type: none"> • Support the mental wellbeing of Children within Swindon to help reduce the percentage of the population who experience mental health illnesses in later life. • Help encourage a culture where physical activity is considered a norm within Wiltshire through encouraging the population to be more physically active. 	<ul style="list-style-type: none"> • Equal Opportunities for all • Young people are successful learners, confident individuals, effective contributors, and responsible citizens • Residents are better educated, more skilled and successful • Number of people who pathway from participating in services and activities delivered by the Foundation into education, training, or employment, championing a culture of volunteering. • Increase in job opportunities within the sport industry to help reduce unemployment. 	<ul style="list-style-type: none"> • Residents feel proud of their local area and strive to maintain and contribute to their community through social action and supporting others. • Ensure diversity is celebrated with different communities working in unison to create strong, social networks. • Contribute to making Swindon a low crime community where residents feel safe. 	<ul style="list-style-type: none"> • Through training and accreditation we empower our staff members to become experts in a number of areas relating to the Foundation's Services. • Staff should be trained in all areas, not just those specific to projects they currently work on. • Areas of expertise could include: health and nutrition, youth mental health, disability sports, etc.

INPUTS

Governance
<ul style="list-style-type: none"> • Board of Trustees made up of 7 members • Strategic Business Plan
Staff
<ul style="list-style-type: none"> • 11 Full time Staff • 45 part-time staff • 30+ volunteers
Venues
<ul style="list-style-type: none"> • Deliver 65+ sessions per week at our hub facility Foundation Park • Deliver at 22 additional venues across Swindon including school provision
Finance
Funding generated through – Premier League Charitable Fund, EFL, Barnardo's, Public Health, local schools, Wiltshire OPCC, Swindon Borough Council and the Live Well team.
Programmes
A broad spectrum of 26+ projects engaging a wide range of the community aged between 18months-82 years including sports participation, health and fitness, social inclusion and disability, and schools and education.
Active Stakeholders
Partners include – Swindon Town FC, EFL in the Community, EFL, Premier League Communities, PFA, Sport England, Football Foundation, Intel, Wiltshire OPCC, Swindon PSFA, Primary Schools, Secondary Schools, Swindon Borough Council, Barnardo's, Public Health, The FA, Aiming High, Catalent, Swindon City Centre, Domino's Pizza, Zurich, Howard Tenens, Fish Brothers KIA, Aligra, Masonic Charitable Foundation.

MEASURABLE OUTPUTS

Organisational Capacity:
<ul style="list-style-type: none"> • Updated organisational strategy and capability review of stakeholders engaged • Level of investment into organisational delivery through external organisation support • Number of full-time, part time and volunteers working within the organisation.
Organisational Delivery:
<ul style="list-style-type: none"> • Programmes delivered targeted by age group • Programmes delivered targeted by settings • Programmes delivered by targeted communities • Programmes delivered targeted by outcomes • Sessions delivered • Delivery hours • Coaches deployed • External staff upskilled in delivery • Role models developed/utilised
Participation Outputs:
<ul style="list-style-type: none"> • Participants engaged • Participants engaged by age • Participants engaged by gender • Participants engaged by ethnicity • Participants engaged by disability • Participants with Special Educational Needs • Participants attending from targeted communities • Participants who are inactive • Participants who are NEET • Participants with specific health/wellbeing issues • Number of teachers supported with PE delivery • Number of schools engaged within provision • Number of participants from local communities engaged with Swindon Town FC
Education, Training and Employment:
<ul style="list-style-type: none"> • Number of participants starting accredited qualifications • Participants engaged on apprenticeship and employment opportunities • Starting informal training
Communities:
<ul style="list-style-type: none"> • Targeted communities supported • Community cohesion programmes delivered

STFC Community Foundation Delivery Plan

1. To monitor, maintain and sustain the financial viability across all programmes delivered by The Foundation as applicable.
2. Ensure all sessions are suitably resourced, in regards to participants in attendance.
3. Ensure all coaches have the necessary kit, equipment, and training for efficient and impactful delivery across all programmes.
4. The safety of The Foundation's staff and participants is of paramount importance, all applicable policies and procedures must be followed to ensure this.
5. Deliver high quality sessions/lessons across all programmes and monitor 'success criteria' and outcomes in conjunction whilst ensuring sessions are safe, fun and inclusive.
6. Encourage and facilitate feedback from participants, parents, stakeholders, and trustees as a tool towards improving and monitoring delivery.



Strategy for Promoting Growth from 2025-28

The Foundation strives to achieve financial viability and sustainability across all programmes by ensuring paid-for services are affordable, accessible, safe, fun and inclusive. We believe, and have observed, that by providing these services we are able to encourage organic growth. By combining this with bringing Foundation Park to full potential, and further targeted business development objectives, we hope to meet and exceed our ambitious growth targets for the 2025-28 period.

Business Development Objectives

1. A key objective is the continued improvement and provision of the Foundation Park sporting complex. Areas of potential development include continuing to improve the site's ecological impact, as well as identifying new ways to enhance visitor experience.
2. Now the Nigel Eady Training Centre has been open for over a year and we have seen what an asset it has been to the community, we can evaluate its usage to explore new ways we can utilise this asset and bring it to its fullest potential. This could be through additional sessions with new demographics, multi-sports, or non-sport usage to further extend our reach within our community.
3. We are continually seeking new opportunities and ways of working to develop and enhance the Foundation's wider offer. This can be done through engagement activity, promotion, marketing and other communication channels to increase general participation.
4. Continue to monitor and review participants attending all our pay-for and other sessions to ensure productivity targets are met with cost vs income. Where sessions have lesser numbers in attendance over time consider introducing a new session or club where demand is high to ensure financial viability.
5. Actively promote programmes through all identified marketing channels to successfully recruit participant volumes.
6. Strive to reach high delivery standards across all programmes and monitor and evaluate in line with Quality Assurance and Monitoring & Evaluation policies.

7. Ensure high quality content and information is posted across The Foundation’s website and social media channels to secure engagement, build social media following and maintain a professional image.
8. Investigate new and alternative avenues to connect with our community and participants, such as new social media platforms, and alternative ways of utilising the platforms we currently employ.

2025–2028 Strategic Goals

1. Continue to Meet and Exceed Financial KPI Targets

It is our primary goal to meet and exceed the financial targets that have been set across all business areas. Below is an illustration of 2024’s income broken down by business area, and income targets for 2025 and beyond.

Business Area	2024 Income	2025 Target Income
Grants/ Donations	£107,192	£115,500
EFL/PL/PFA	£194,381	£197,500
Sponsorship	£8,177	£25,000
Projects	£364,984	£383,902
Activities	£528,987	£580,800
Foundation Park/Other	£137,523	£145,260
TOTAL	£1,341,244	£1,447,962

Key Actions:

- Senior management to monitor progress of financial targets using monitoring and evaluation as per M&E policy.
- Complete quarterly accounting to ensure thorough, detailed evaluation of target KPIs within finance.

2. Strengthen our Provision and Opportunities for Refugees in our Community.

With current global events we are seeing an increase in refugees in our community, and we want to be able to support these in any way we can. We have done this with regular sessions, and community inclusion ‘welcome’ events. Given current trends we will be seeing an increased number of political and climate refugees in the coming years so it would put us in good stead to have a solid infrastructure in place.

Key Actions:

- Create a time-line for future inclusion events.
- Form partnerships and links with refugee and resettlement organisations.
- Create new Girls session for refugees.

Delivery Date: 2025

3. Evaluate Phase One of Nigel Eady Training Centre and Create Usage Plan for the Future

Based on our experience of the first two years of usage, we will undertake a full evaluation of potential versus realised potential, and from this create a road map for how we can get the most out of the facility, and ensure that it is providing maximum value for the community.

Key Actions:

- Perform evaluation of the first two years of the Nigel Eady Training Centre
- Create a road map for realising full potential
- Contingency for Sunday usage. ie., hosting additional events such as the Future Lionesses Events.

Delivery Dates

Planning Phase: Early 2025

Action Usage Plan: 2025 and Beyond

4. Work with Police Crime Commissioner to Strengthen Youth Opportunities

We have been working closely with the Wiltshire OPCC in growing our Premier league Kicks programme, which targets areas and young people that are at risk of becoming involved with criminal activity. We intend to continue this relationship to provide more alternatives and opportunities for young people in Swindon. We completed our previous actions of providing additional sessions, and creating a Female only session, so we intend to build on this again.

Key Actions:

- Create an additional evening Kicks Session at Foundation Park.
- Grow our Kicks session at Moredon Sports Facility
- Investigate possibility of additional satellite session in a more rural community.

Delivery Date: 2025

5. Develop Additional Pathways for participants post-retirement

Our Staying Connected programme has become a source of stability and comfort for a number of older people in our community, and we would like to provide this service to an even greater number. This will be done through raising awareness, identifying channels of communication, and providing additional points of access.

Key Actions:

- Develop new awareness strategy
- Investigate potential of additional off-site group

Delivery Date: 2025

6. Reestablish Out of Town Provisions

Since the last strategic period we have reestablished our out of town provision in Marlborough, and offered a new provision in Cirencester. We would like to continue this growth and re-enter areas that we have had success in the past, such as Ramsbury and Chippenham.

Key Actions:

- Contact partner clubs in relevant areas
- Establish feasibility; locations, travel, etc.

Delivery Date: 2026

7. Enhance our Matchday Experience Package

We have been able to successfully reintroduce our matchday experiences, with slight changes since they were prohibited during and after the pandemic. We have also successfully been able to offer these as birthday party packages, which has provided us with an extra participant stream. Looking forward, we wish to find additional ways we can provide added value, and make these experiences even more unique and memorable.

Key Actions:

- Liaise with STFC to investigate potential additional experiences.
- Increase provision and availability of the programme.

Delivery Date: Before end of 2025/26 Season

8. Continue Eco Sustainability Improvements to Foundation Park

We have made steps towards making Foundation Park as ecologically sustainable as possible, and we aim to continue making these improvements in the future.

Key Actions:

- Investigate potential grants and funding sources for larger eco enhancements such as solar panelling.
- Make modifications to Foundation Park that we are able to self-fund, such as improved access to water-refill points.

Delivery Date: 2026

9. Enhance our Disability Programme

At present we have a number of programmes that are designed for people with disabilities and additional needs, and this is something we wish to expand even further. We are looking to explore supporting groups with more complex needs, and mature adults with physical disabilities.

Key Actions:

- Look at ways we are able to further enhance and grow our existing sessions.
- Additional specialised staff training on working with children and adults with disabilities.
- Investigate new ways we are able to help people with disabilities and additional needs in our community.

Delivery Date: 2025

10. Grow Further Education Opportunities

In 2024 we launched our post A-Level programme in partnership with the University of South Wales, building on our C6 programme. Moving forward we will be expanding this to offer more places, and more options for study.

Key Actions:

- Increase recruitment intake.
- Expand choice of courses.
- Look at additional playing/coaching opportunities for students.

Delivery Date: 2025/26 Season



Sponsorship Opportunities with the Foundation

To further expand and build upon our community programmes, we are seeking partners to support our work in sports participation, social inclusion, and community health.

Through tiered sponsorship opportunities, organisations can align with our mission and have their support reflected across a range of initiatives, including grassroots football, education programmes, and social outreach projects.

A partnership with us offers a meaningful way to make a positive impact in the community while also enhancing brand visibility and engagement. Together, we can create opportunities that inspire, empower, and bring people together.



How You Can Support the Foundation

Money contributed by our sponsors is used to support the Foundation's work throughout the community.

Some of the areas where your contributions could be utilised are:

- New kit and equipment
- Scholarship' places for less advantaged participants
- Transportation and venue costs
- Branding and signage to help increase community participation, such as pop-up banners, feather flags, etc.
- Additional support for trips to international tournaments
- Further enrichment for young participants, ie. opportunities to watch Lionesses matches, etc.

Our Gratitude

To display our gratitude and appreciation for the sponsorship of our programmes, we will proudly advertise our partnership in a number of ways - ensuring that your generosity towards the Foundation is recognised. Some of the ways we can show our appreciation are as follows:

- A press release to be distributed to local media, detailing our partnership.
- Kit/Shirt branding with company logos/wordmarks.
- An article published in a matchday programme, detailing the partnership and featuring any branding you request.
- Inclusion on the Sponsors and Partners section of our website and future brochures.
- Advertising 'shirt boards' to be designed, produced, and displayed in the spectator area of Foundation Park.
- A set number of social media posts, promoting your brand and expressing our gratitude.
- Sharing of promotions and offers via our social media pages and website.
- Sets of branded bibs or other kit to be utilised within sessions.



GOLD PARTNER

- Inclusion in footer of all Foundation printed material
- Foundation staff Front of Shirt Sponsor
- Match-day Sponsor
- Use of Foundation Park Facilities, per negotiation.

£30,000pa

PLUS ALL THE BENEFITS BELOW!

SILVER PARTNER

- Article in the STFC match-day programme.
- First Team signed shirt.
- Regular co-branded social media posts.
- Set of co-branded bibs to be used within the programme.

£15,000pa

PLUS ALL THE BENEFITS BELOW!

BRONZE PARTNER

- Hospitality for a STFC home match for guests.
- An additional sponsorship board at Foundation Park.
- First Team signed football.
- A set number of co-branded social media posts.

£7,500pa

PLUS ALL THE BENEFITS BELOW!

FRIEND OF THE FOUNDATION

- Mention on the STFC foundation website
- Announcement of sponsorship on Foundation Social Media
- A sponsorship board at Foundation Park
- Updates and case studies from sponsored programmes.

£1,000 (one off)



Some of the Programmes Available to Sponsor

- **Pan Disability Multisports**
- **Extra Time** (post retirement)
- **Memory Cafe** (neurodegenerative support)
- **Elite and Advanced Programme**
- **Open Goal** (refugee support)
- **Foundation Centres**
- **Mini Foundation** (tots football)
- **Super Robins** (mental health)
- **Project Me** (in schools support)
- **After School Clubs**
- **International Tours**
- **...and many more!**

Foundation Park

In December 2019, we were handed the keys to Foundation Park, our purpose-built sports hub in the heart of Swindon. Having our own facility not only provides us with a new revenue stream but has also delivered savings of over £40,000 per year on venue hire costs for our projects. It is our duty to maintain and improve this hub of our community.

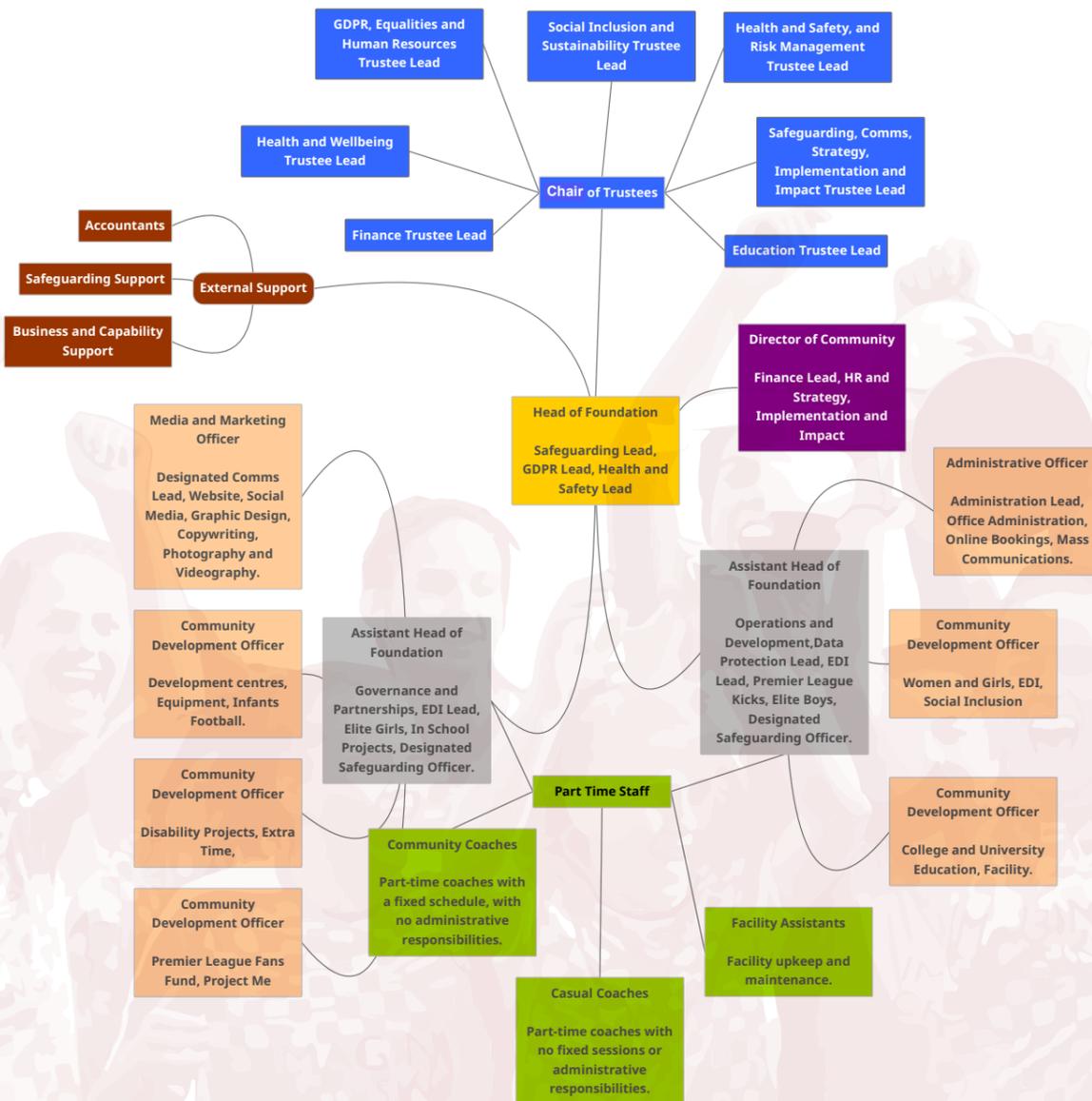
The covered pitch, completed and opened in July 2023, marked a significant milestone in Foundation Park's development. This facility serves our most vulnerable, elderly, and early years groups on most evenings, weekends, and school holidays. When not in use by the Foundation, the pitch and other facilities are available for local clubs, schools, and organisations, as well as for private hire by groups seeking recreational football, as outlined in our usage plan.

Looking ahead to the 2025-28 strategy period, our focus will be on enhancing the visitor experience wherever possible and ensuring financial sustainability. By maximising the use of our facilities and exploring new opportunities for growth, we aim to maintain a strong financial position, whilst continuing to provide a valuable service to the community.



Staffing Structure

This diagram illustrates the current staffing structure of the Foundation, as well as the division and designation of responsibilities, as of publication of this document. Staffing and responsibilities are subject to change throughout the lifespan of this document.



Our Workforce



Since the inception of the Community Foundation, our most fruitful investment has consistently been in the staff, trustees, and volunteers that make our work possible.

These people are the means by which the Foundation engages with our community, and have cemented our reputation amongst the people of Swindon.

It is important to us that we reflect the value of our workforce in the way we move forward, and this is why we have consulted them in developing our future strategy. We invited honest and open feedback and suggestions, and identified three key areas of focus:

- More training and CPD opportunities for all staff.
- New collaborations and partnerships, allowing provision of additional sessions and opportunities.
- Improve eco-sustainability of the Foundation and Foundation Park complex.

We will also be investigating new ways to ensure that staff feel their voice is heard, allowing them to have an input on a more regular basis.

STAFF SURVEY

Towards the end of 2024, we issued a questionnaire to the Foundation Staff asking for an honest appraisal of the work the Foundation does, of the relationships within the Foundation, and for suggestions on areas we could focus on when developing future strategy.

This represents an overview of the feedback that we received, and we've used these responses to inform our strategy for 2025-2028

WHAT WORDS WOULD YOU USE TO DESCRIBE THE CULTURE CREATED WITHIN THE STFC COMMUNITY FOUNDATION WORKPLACE?

HARDWORKING **FRIENDLY**
TEAMWORK **IMPACTFUL**
SUPPORTIVE **WELCOMING**
COLLABORATIVE **FAMILY**
HIGH STANDARDS
DEDICATED **ACCOUNTABLE**

WHAT WOULD YOU LIKE THE STFC COMMUNITY FOUNDATION TO FOCUS ON WHEN DEVELOPING FUTURE STRATEGY?

"Monthly CPD and training opportunities."	"Additional training for other sessions such as disability sessions."	"Identify neglected areas of our community to work with."	"Seek new partnerships and collaborations."
"Give all staff greater understanding of all aspects of the Foundation."	"Support staff further to make an even greater impact in the local community."	"A more structured introduction and training for newer members of staff"	
"Explore new and non-traditional marketing avenues."	"Provide a clearer staff progression pathway."	"More individualised job roles and responsibilities."	"Improve communication across the team."

WHAT ARE YOU MOST PROUD OF IN THE WORK THE COMMUNITY FOUNDATION DOES?

"Helping people who have less opportunities in life. Bringing everyone together to give everyone equal opportunities in a safe environment to do what they enjoy most"

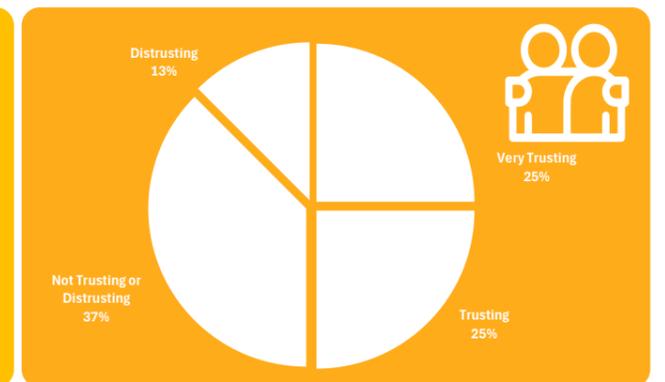
"The ability to help so many people in our community"

"The breadth and variety of activities which we offer participants taking into consideration the size and capacity of the organisation"

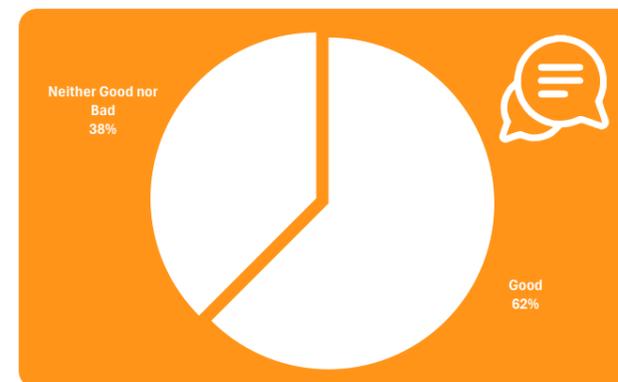
HOW WOULD YOU RATE THE JOB SATISFACTION IN YOUR ROLE?



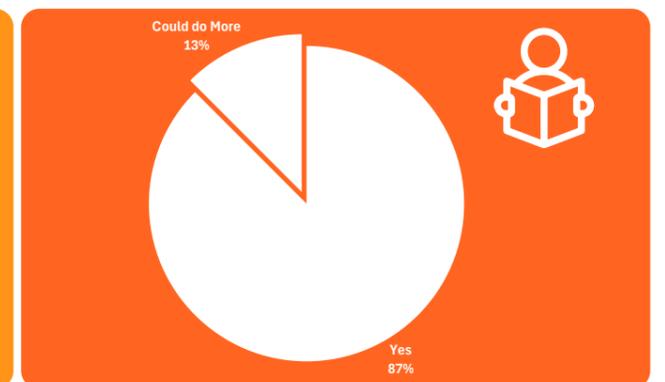
HOW MUCH DO EMPLOYEES AND SENIOR MANAGEMENT TRUST EACH OTHER?



HOW WOULD YOU RATE THE COMMUNICATION BETWEEN TEAM MEMBERS?



DOES THE FOUNDATION INVEST ENOUGH IN RELEVANT STAFF TRAINING?



WHAT IMPACT ARE DO YOU FEEL YOU PERSONALLY MAKE?

"I am able a positive impact in young people's lives, not just on the pitch, but in the classroom."

"Offering unique opportunities to participants and engaging them in a safe and challenging environment."

"I feel I am able to be a positive role model"

"Being able to give people the opportunity to meet people like them also to be physically active and sociable"

Our Stakeholders

The STFC Community Foundation recognises the importance of our Stakeholders to the business, and the importance of us maintaining a level of responsibility in regard to these relationships.

Identifying our Stakeholders

PARTICIPANTS

- Our participants are the reason for our existence, and ultimately the most important relationship that we have. We provide a valuable service to our community, and in turn the support from our participants allows us to continue our sports participation and less income-generating social inclusion work.
- We are constantly looking at ways to strengthen our relationship with our community.

PARTNERS

- Our partners are those who facilitate the work that we do, so maintaining a strong relationship is paramount. We select our partners carefully, based on shared goals and values and ultimately their successes are our successes.
- The STFC Community Foundation and our partners in effect form a team all working towards the benefit of our community. Just like any team, the key to strengthening relationships is communication, efficiency, and support.

SPONSORS

- Our sponsors enable us to continue our work within the community, so it is important that they feel they are getting a worthy return on their investment, so we are always looking at ways we can add value for our much-appreciated contributors.
- Communication is key in maintaining a strong relationship with our sponsors, and this applies in both directions. We endeavour to ensure that we operate with a level of transparency, and invite our sponsors' input wherever appropriate.



How are we Held Responsible?

In developing this strategy document for 2025 we produced questionnaires for our staff and our stakeholders, evaluating the Foundation’s current strategy, and seeking input in leading the Foundation through the next year.

Areas covered by the questionnaire ranged from the personal well-being of the staff, to the overarching mission of the Foundation and provided valuable insight into our efficacy and efficiency in achieving our vision.

We wanted these questionnaires to produce actionable data, rather than simply patting ourselves on the back, so we tried to leave it as open as we could, inviting honest feedback and ideas on the Foundation’s future.

Transparency

Ensuring that stakeholders are kept abreast of all developments within the Foundation and of any plans moving forward.

Consultation

Gaining the input of any relevant stakeholders before any major changes or new directions that the Foundation may take.

Evaluation

Appraising the successes and outcomes of the Foundation’s activities and ensuring that stakeholder relationships remain mutually beneficial.

PARTNER SURVEY

We issued a separate survey to our partners, asking for their feedback on the Foundation and inviting them to help steer our strategy throughout 2025 and beyond. This is a summary of the responses that we received.

WHAT WORDS WOULD YOU USE TO DESCRIBE THE STFC COMMUNITY FOUNDATION?



HOW SATISFIED ARE YOU WITH THE STFC COMMUNITY FOUNDATION?



HOW WOULD YOU DESCRIBE THE WORK THAT THE STFC COMMUNITY FOUNDATION DOES?

STFC community foundation delivers a range of activities within the community bringing the gap between the people of Swindon and their local football club”.

“The foundation finds ways to break down barriers and get young people engaged in positive activity using the appeal of football”.

“The foundation have always been easy to work with and they have formed lots of partnerships which are mutually beneficial to meeting targets”.

“STFC Community Foundation have success in engaging participants from underrepresented groups to ensure football and physical activity is accessible to all”.

WHAT COULD WE DO TO FURTHER MEET THE NEEDS OF THE COMMUNITY?

- Provide targeted interventions within areas of deprivation.
- Develop a closer relationship with Swindon Town FC.
- Increase targeted provision for participant from diverse ethnic communities.
- Provide community usage of the state – of – the – art facilities at foundation park.
- Provide mentoring to grassroots coaches to support the development of youth football in Swindon and Wiltshire.

BY THE NUMBERS



WHAT DO OUR PARTNERS WANT TO SEE AS A FOCUS IN FUTURE STRATEGY?

Help with the regeneration of Swindon's facilities.	Further collaboration with partners and sponsors.	Incorporating youth voice when planning and evaluating activities.
Deliver activities which provide increased community cohesion and improve the local area such as youth social action.	Further opportunities to volunteer and support new initiatives	Provide sustainable and affordable programmes that offer value for money.
Provide further education opportunities to support young people for a future career in sport.	Provide activities in the surrounding areas of Swindon where there is a larger supporter base but limited activity.	Mental Health for all, Mental Wellness/Fitness, loneliness, and isolation

Our Relationship with Swindon Town FC

Our Relationship with STFC

As the community arm of the football club, we help to strengthen the bond between club and community, and this is not a responsibility we take lightly. Swindon Town FC has been at the heart of our community for nearly 150 years, and, we are proud to be able to give back to that same community that has given so much.

Over the next strategic period we intend to strengthen our relationship even further, developing new ways the Foundation and Swindon Town FC can work together to impact the lives of our fans and our community.

These will include:

- Coordination of more 1st team player visits into the community.
- Schools ticket initiative to create opportunities for young fans to have opportunities to visit home games.
- Work with the Club to encourage a more diverse fan base
- Ensure that safeguarding is embedded across all programmes and matchday experiences in partnership with club DSO.
- Provide stadium tours/collapsed curriculum days to local school children
- Work with the clubs academy to support with their players undertaking coaching qualifications.
- Signpost into Degree programme as a part of release provision.
- Strengthen pathway into Swindon Town Women FC from our ETC and Centre for Excellence.





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