



Swindon Town FC
Community Foundation



2021-24

VISION AND STRATEGY

Contents

A Note from the Head of STFC Community Foundation	2
Mission and Values	4
Strategic and Business Objectives	3
United Nations Sustainability Goals	5
Logic Model	6
STFC Community Foundation Delivery Plan	8
Strategy for Promoting Growth	9
Strategic Goals	10
Foundation Park	15
Our Workforce	16
Staffing Structure	17
Staff Survey	18
Identifying Our Stakeholders	20
Our Partners and Sponsors	21
How are We Held Responsible	22
Partner Survey	23
Our Relationship with STFC	25



A Note From the Head of STFC Community Foundation



As head of Foundation, I am extremely proud to lead a fantastic team of dedicated and professional staff and volunteers who go above and beyond to make a positive impact in our community.

Our first year in Foundation Park has turned out quite differently to how any of us could have envisaged, but despite the challenges posed by the global pandemic, we have managed to not only continue the work we do in our community, but opened up new opportunities, secured new avenues of funding, and impacted the lives of even more people.

This strategy document, covering the next three years of the Foundation, has been built on the results of consultation with our staff, our trustees, and our other stakeholders. It will provide the framework on which we will continue to build and grow, seeing us through the pandemic and beyond.

We hope you enjoy reading this strategy, and that it illuminates how we will continue to grow and evolve, and further serve our community. We're looking to welcoming you to Foundation Park very soon.

Jon Holloway

Head of Foundation

"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

Our strategic and business objectives can be summarised as follows:

1. Maintain a positive and mutually beneficial relationship with Swindon Town FC.
2. Demonstrate the highest standards of Governance and Management.
3. Ensure an appropriate staffing structure including appropriate governance and leadership.
4. Follow a clear strategy that adheres to the Foundation's Mission and Values.
5. Ensure safeguarding is paramount for all staff and participants, including that person's data.
6. Maintain excellent financial management, including effective employment of funds and assets to achieve maximum impact and ensure long-term sustainability.
7. Promote equality, diversity, and fairness and facilitate inclusion within our community.
8. Implementation of excellent Health and Safety policies, including risk management and accident reporting.
9. Ensuring clear and regular communication with our participants, staff, and stakeholders.
10. Measuring impact, evaluating success, and acting on these findings accordingly.

Going further, 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, 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.
- In Governance of The Foundation a series of policies and procedures are created including (but not limited to) Safeguarding, Equality & Diversity,

Strategic and Business Objectives

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 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.
- Fund the redevelopment of the disused County Ground Bowls Club, and creation of a covered sports facility 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

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 allowing us to offer mentorship and opportunities.		-
 ZERO HUNGER	We have in the past offered lunches as part of our free school holiday camps to help mitigate food poverty, and we are looking at how these initiatives can be made sustainable long term.		Aim to secure partnership for 2023
 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 programmes like Premier League Primary Stars, our literacy initiatives, and social action projects.		-
 GENDER EQUALITY	We strive to promote gender equality in sport, both in our own programmes and in football in general. We aim to offer all opportunities to all genders, equally.		-
 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.		Explore ways we can initiate clean water programme in Zambia - Late 2022
 AFFORDABILITY AND CLEAN ENERGY	The ethics of energy suppliers are an important factor in our choosing for Foundation Park. We are exploring the option of increased reliance on renewable energy, such as the installation solar panels.		Installation of Solar Panels before 2024
 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 - 2023
 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.		Expand PL Kicks programme to three unique sessions per week - 2023
 RESPONSIBLE CONSUMPTION AND PRODUCTION	The foundation promotes responsible lifestyles, including consumption and disposal of waste, such as recycling. We are exploring ways we can improve the consumption of Foundation Park.		Improve Foundation Park waste disposal processes - Early 2022
 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 where food comes from, especially in terms of sea food. Also we promote responsible disposal of plastics to prevent further contamination.		Explore new ways we can contribute positively to this goal by 2024
 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.		Replace displaced trees and habitats - Late 2023
 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

CONTEXT

Demographics	Deprivation	Education	Crime	Employment	Health and Wellbeing
<p>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 BAME 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.</p>	<p>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.</p>	<p>Educational attainment levels for children in Swindon and Wiltshire are relatively high on average. However, the attainment gap for disadvantaged pupil's 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.</p>	<p>Swindon's crime rate is at 81% of the national average, with Swindon having one of the highest crime rates in Wiltshire. The most prevalent crimes within Swindon are violent crimes which equates to 33.2% of crimes committed and Anti-Social Behaviour (28.2% 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. In 2019, Wiltshire Police estimated there were up to 37 active County Line gangs operating within Swindon. More recently, in 2021, 15 County Line gangs were shut down by Wiltshire Police.</p>	<p>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%.</p>	<p>Swindon has the highest concentrations of people with poor mental health conditions in Wiltshire, with 11 LSOAs ranked among the most deprived 10% in England on the Indices of Deprivation Mood and Anxiety Disorders Indicator.</p>



INPUTS

Governance

- Board of Trustees made up of 7 members
- Strategic Business Plan

Staff

- 14 Full time Staff
- 45 part-time staff
- 30+ volunteers

Venues

- 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

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 Trust, 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, Holiday Inn Express Swindon City Centre, Embassy of Man, Domino's Pizza, Coe Capital, Swindon Bus Company, TE Connectivity, DHL, Zurich.



MEASURABLE OUTPUTS

Organisational Capacity:

- 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:

- 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:

- 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:

- Number of participants starting accredited qualifications
- Participants engaged on apprenticeship and employment opportunities
- Starting informal training

Communities:

- Targeted communities supported
- Community cohesion programmes delivered



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 BAME 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

<i>Sport and Physical Activity</i>	<i>Healthy Lifestyles Awareness</i>	<i>Education, Employment and Training</i>	<i>Engaging Communities</i>
<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 or disability sport 	<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 communities from minority ethnic backgrounds 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

<i>Increase in Physical Activity</i>	<i>Offer Pathways for Participant Development</i>	<i>Improved Behaviours towards Education</i>	<i>Safer Communities</i>
<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

<i>Sustained Improvement to Health and Wellbeing</i>	<i>Increase in Life Opportunities</i>	<i>Inclusive and Supportive Communities</i>	<i>Creation of an Expert Workforce</i>
<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.

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 vs 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 and parents alike as a tool towards improving and monitoring programme delivery.



Strategy for Promoting Growth from 2021-24

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 2021-23 period.

Business Development Objectives

1. As mentioned above, one of the most significant objectives within the Foundation's business development is to bring Foundation Park to fully operational levels, and achieve its full potential. This will include ensuring full usage of the 4G pitch - with our own activities, community use, and private hire. Also, enabling use of the Nigel Eady Suite for private hire, as well as regular use from local small business such as fitness classes, baby groups, meetings, etc. Thirdly, this includes maximising the potential of the Foundation Park Cafe.
2. As well as achieving the potential of Foundation Park, our goal is to expand the site through the redevelopment of the disused County Ground Bowls Club. We have submitted plans to transform this site into a covered sports facility to offer our participants an all-weather sports venue in the centre of the Swindon community. We have completed a public consultation on the plans, which were met with an overwhelmingly positive response. It is our ambition to have this additional facility operational by early 2022.
3. We are continually seeking new opportunities and ways of working to develop and enhance the 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

Growth Strategy

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 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.

2021-2023 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 2020's income broken down by business area, and 2021's income targets.

Business Area	2020 Income	2021 Target Income
Education	£118,436	£121,500
Sports Participation	£526,384	£540,000
Social Inclusion	£65,798	£67,500
Health	£35,092	£36,000
Other Income	£131,596	£135,000
TOTAL	£877,307	£900,000

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. **Grow and Expand the Project Me Programme**

In 2021 we have launched the trailblazer programme in partnership with Bath and NE Somerset, Swindon, and Wiltshire Clinical Commissioning Group. This is a programme targeting mental health concerns in school children. This is an area of great concern, and we have ambitions to expand and grow this programme over the next three years.

Key Actions:

- Expand the delivery of the programme into a larger number of schools across Swindon and Wiltshire.
- Successfully channel participants from the programme into mainstream sessions via a scholarship programme.

Delivery Date: 2022

3. **Complete Redevelopment of the Disused Bowls Club Site**

To further the reach and offering of Foundation Park, it is our ambition to develop the disused site of the old County Ground Bowls Club, to build a covered sports pitch. This will provide new opportunities for our disabled and vulnerable participants, with the provision of an all-weather facility.

Key Actions:

- Secure planning permission and tender the construction company to realise the facility.
- See out the completion of the construction and open the sports facility to the public.

Delivery Date: End of 2022

4. Work with Police Crime Commissioner to Strengthen Youth Opportunities

We have been working closely with Wiltshire Police 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.

Key Actions:

- Provide additional Kicks sessions across Swindon and Wiltshire.
- Create a female oriented session, whether as a stand-alone, or under the Kicks umbrella.

Delivery Date: 2022

5. Continue Tackling Loneliness Together Legacy with 'Staying Connected' Programme

The Tackling Loneliness Together programme was one of the positives to come out of the pandemic, as it enabled us to connect with a much greater number of elderly fans. We want to continue this legacy with weekly coffee mornings and activities, under the 'Staying Connected Banner'.

Key Actions:

- Establish a group of consistent weekly participants.
- Expand the group, potentially offering a second morning in the week.

Delivery Date: 2022

6. Reestablish Out of Town Provisions

Before the pandemic we had built strong relationships with a number of partner clubs outside of Swindon. We assisted with festivals across Wiltshire, and held holiday development camps in satellite locations such as Chippenham, Marlborough, Ramsbury, and Bradford on Avon. This is something we are very keen to return to.

Key Actions:

- Reestablish links with Wiltshire partner clubs outside of Swindon.
- Implement our out of town holiday development courses in a number of locations across Wiltshire.

Delivery Date: Summer 2022

7. Relaunch our Matchday Experiences

Another of our projects that was cancelled due to the pandemic, our matchday experiences are a fantastic way to facilitate a greater connection between the football club, and young football fans across Swindon. We are hoping that with the return of fans to stadiums when the 2021/22 season commences, we will be able to offer these experiences once again.

Key Actions:

- Relaunch the Saturday Team Club, offering out to local youth clubs and youth groups.
- Investigate what other potential matchday experiences we are able to offer.

Delivery Date: 2021/22 Season

8. Bring Foundation Park to Full Potential

Foundation Park had only just opened its doors when they were forced closed again by the pandemic, so we are excited to see the facility brought to it's full potential, including relaunching the cafe, opening the Eady Suite for regular bookings, utilising the changing rooms for in-house fixtures, and allowing people to take full advantage of the facility in the heart of the community.

Key Actions:

- Relaunch the Foundation Park cafe
- Open bookings for the Eady Suite and Mike Spearman meeting room.
- Reopen the building to the public.

Delivery Date: August 2022

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. The creation of the covered sporting facility will enable us to host more of these sessions here at Foundation Park in all conditions.

Key Actions:

- Look at ways we are able to further enhance and grow our existing sessions.
- Investigate new ways we are able to help people with disabilities and additional needs in our community.

Delivery Date: 2022

Foundation Park

In December of 2019 we were handed the keys to Foundation Park, our purpose built sports hub in the heart of Swindon. Having our own facility provides us with a brand-new revenue stream, and also delivers savings of over £40,000 per year on venue hire costs for our own projects. The COVID pandemic meant that our phased opening of the facility was hindered, so it is one of our main priorities to bring Foundation Park to full potential as quickly as possible.

The next stage of the Foundation Park development is the covered pitch to be constructed on the site of the former County Ground Bowls club. The pitch will be used by the Foundation for its most vulnerable, elderly and early years groups on most evenings, for some of the weekend and a large proportion of the week during school holidays, it is anticipated that the remainder of the time, the pitch and facilities will be utilised by Local Clubs, Schools and local organisations, and through private hire to groups wishing to play football as a recreational and leisure activity, as our usage plan highlights.

This will not only supply us with an additional income stream, but will also allow us to offer additional opportunities to those vulnerable members of our community without placing an additional financial burden on to ourselves.

In order to assist in delivering the project, the Foundation are seeking grant funding from the Football Foundation, The Nigel Eady Trust Fund, South Swindon Parish Council, and the Wiltshire Community Foundation, on top of the funds raised independently by the Foundation. This will allow us to achieve the full estimated budget plus contingency to ensure the delivery of the project.



Proposed site for the covered facility in yellow.

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.

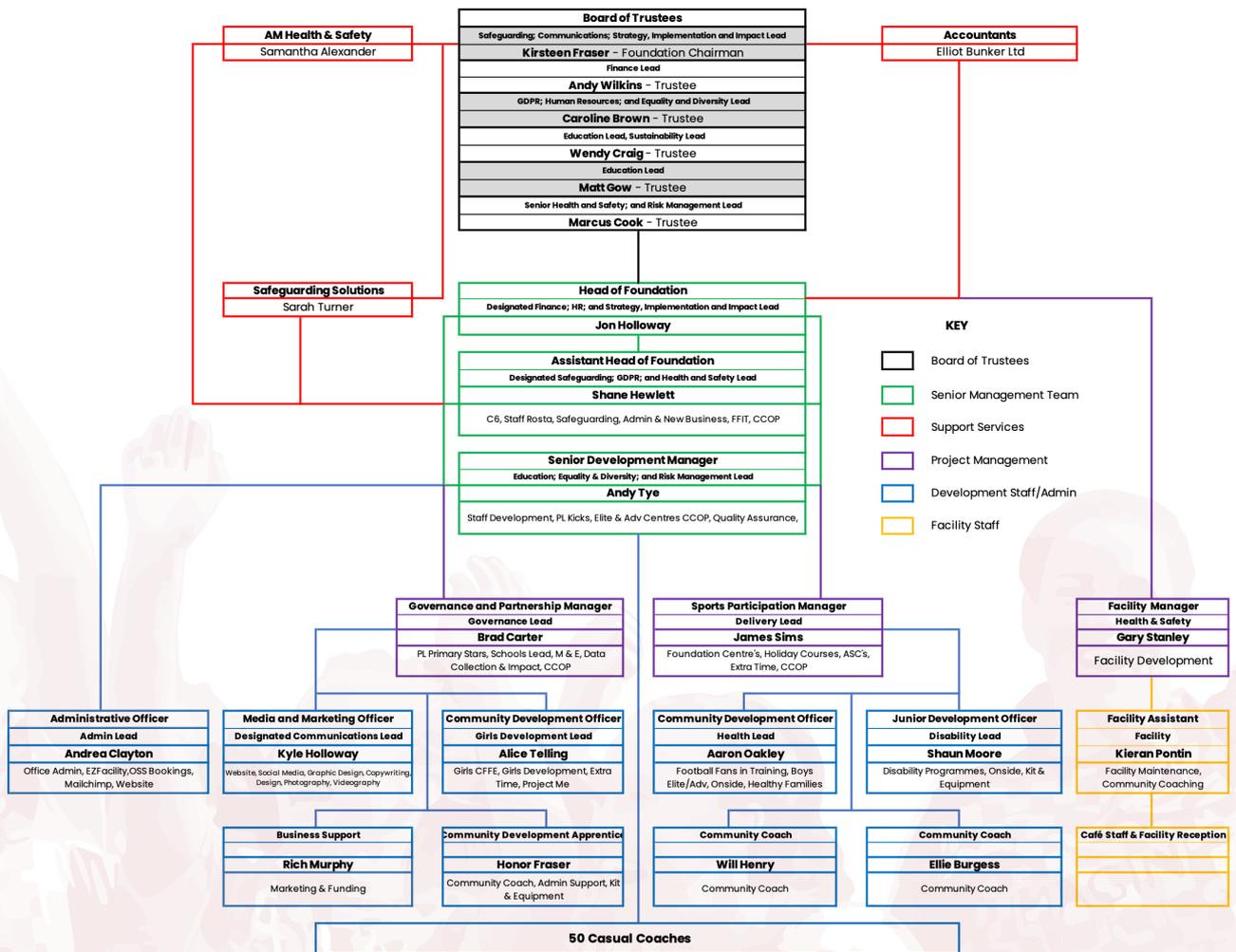
It is important to us that we reflect the value of our workforce in the way we move forward, and this is why we have consulted them in developing our future strategy. We invited honest and open feedback and suggestions, and identified three key areas of focus:

- Clearer KPIs and feedback, including an understanding of progression within the job role, and the Foundation.
- More training and CPD opportunities, both sport and non-sport related.
- Increased variation within the job role, allowing staff to experience the entire breadth of the Foundation's activities.

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.

We are confident that our team is best placed and fully equipped to carry us out of the pandemic and into the future. We are proud of all of our people, and grateful for all that they have done, and all that they will do in the delivery of this twelve-month strategy.

Staffing Structure



STAFF SURVEY

At the beginning of 2021 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 2021-2023

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

HARDWORKING **FAMILY**
POSITIVE **ENJOYABLE**
SUPPORTIVE **TEAMWORK**
AMBITIOUS **DEDICATED**
FORWARD THINKING
RELIABLE **INCLUSIVE**

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

"Showcasing and highlighting **impact** and **outcomes**."

"**More support** from FA for coach development."

"**Enhance** Foundation Park with a **Covered Facility**"

"Further increase involvement in **community inclusion** and **non football community issues**"

"More opportunities for staff to gain **training** and **experience** across all projects."

"Increased **employee involvement** in the **business** side of the Foundation."

"Regular peer to peer support on **individual development**."

"Opportunities for **non-sport related qualifications**."

"Focus on securing **additional funding streams**."

"New projects to support **children's mental health** and **well-being**"

"A team focus on **long-term goals**."

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

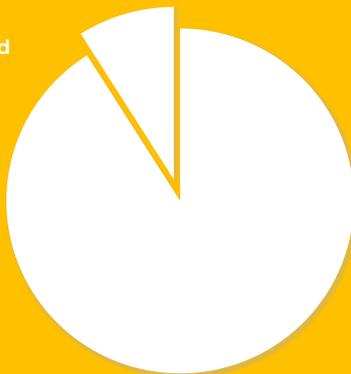
"Making sure the community is just as important as those who attend sessions."

"The variety of projects that we deliver and the wide range of participants that we are able to engage with on a weekly basis."

"Our work within the community and in schools, as well as the disability and mental health work. Representing Swindon Town FC in Wiltshire."

HOW WOULD YOU RATE THE JOB SATISFACTION IN YOUR ROLE?

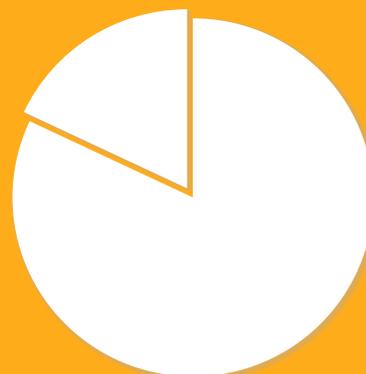
Satisfied
9%



Very
Satisfied
91%

HOW MUCH DO EMPLOYEES AND SENIOR MANAGEMENT TRUST EACH OTHER?

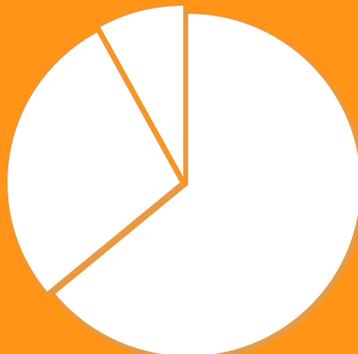
Trusting
18%



Very
Trusting
82%

HOW WOULD YOU RATE THE COMMUNICATION BETWEEN TEAM MEMBERS?

Neither Good
Nor Bad
8%

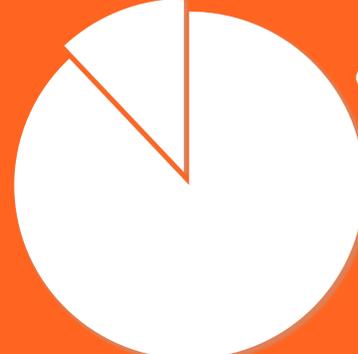


Very Good
64%

Good
28%

DOES THE FOUNDATION INVEST ENOUGH IN RELEVANT STAFF TRAINING?

Could do
More
12%



Yes
88%

WHAT IMPACT ARE DO YOU FEEL YOU PERSONALLY MAKE?

"We are able to educate young people not just in football and sport but in a wider educational context in schools."

"I see first-hand the difference that we are able to make in so many people's lives."

"Being a role model for the participants"

"Helping young players develop their footballing abilities and strive towards being the best person and player that they can be."

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, and a positive from this year is that it has forced us to become more innovative and creative in the way that we do this.

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.

Our Partners and Sponsors



SWINDON CITY CENTRE



How are we Held Responsible?

In developing this strategy document for 2021 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 2021 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?

"It's amazing what the team do for grassroots and the community as well as supporting mental health, disability, OAP's, the list is endless."

"As a group you are constantly striving to offer more for the community and you are always open to new ideas. Innovative and enthusiastic your team is at the heart of the Community and you work tirelessly for all walks of life."

"The STFC Community Foundation creates important relationships between the local Professional Football Club and the local Community."

"The foundation delivers a range of high-quality services that engage those audiences who face barriers to sports participation and are least likely to engage, enabling participants to become part of a community and to grow as individuals."

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

- **Work to tackle rising levels of obesity (across all ages)**
- **Further develop our Pan-Disability offering**
- **Further opportunities for coaching development**
- **Closer relationship with Swindon Town Women FC**
- **Make all projects available to all financial backgrounds**
- **Mentor other sports organisations**

BY THE NUMBERS

93%

VERY LIKELY

How likely would you be to recommend STFC Community Foundation to a friend?

How would you rate the service given by the STFC Community Foundation?

ABOVE AND BEYOND

88%

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

Greater focus on developing new and existing business connections

Help Area recover from effects of COVID-19

Increase public awareness through new promotional avenues

Support community cohesion

Further opportunities to volunteer and support new initiatives

Youth councils and consultations

Further inclusion of partners and sponsors

Ensuring that projects and programmes are sustainable, particularly ones developed under lockdown

Mental Health for all, Mental Wellness/Fitness, loneliness, and isolation

Our Relationship with STFC

This year more than any other, we have seen the important role that a Football Club plays in the life of a community. Across the country as the stadium gates were locked, we saw a population losing not only a hobby; but social lives, means of expression, and livelihoods.

As the community arm of the football club, we help to strengthen this bond between club and community.

Moving into the next year we intend to strengthen this relationship either further, developing new ways the Foundation and Swindon Town FC can work to impact the lives of our fans and our community.





Swindon Town FC
Community Foundation

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TO BOOK ON TO ANY OF OUR SESSIONS HEAD TO:
booking.STFCfoundation.com



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