



HELPING PEOPLE PARTICIPATE, DEVELOP & ACHIEVE

ACCRINGTON STANLEY COMMUNITY TRUST
REGISTERED CHARITY NO. 1139575

STRATEGY
JULY 2019-JUNE 2022

Table of Contents

	Page
Foreword	1
Situation Analysis	2
Vision, Mission, Values and Purpose	3
The Board of Trustees	4-5
Strategic Aims	6
Strategic Aim 1	7
Strategic Aim 2	8
Strategic Aim 3	9
Strategic Aim 4	10
Our Commitment	11
Enablers	12
Partners	12
Facilities	13
Accrington Stanley Football Club	14
What Our Community Thinks	15





Foreword

This 2019-2022 Strategy sets a direction of travel for Accrington Stanley Community Trust over the next 3 years and is about how our business can make the best possible contribution to improve the lives of the people of Hyndburn. Our strategy has been developed through detailed consultation both internally and externally with local, regional and national organisations and policies. We have collated feedback from key stakeholders, participants, parents and our workforce using several methods such as surveys, meetings and strategy focus groups. Accrington Stanley Community Trust has also prepared a 2019-2022 Business Plan to accompany this Strategy.

The strong foundations that were first established in 2010 when Accrington Stanley Community Trust were formed has enabled us to identify key areas to focus on in order to make a difference to our community. This Strategy comes at a key time in our development and provides a platform for positive change and modernisation going forward. It builds on some significant achievements to date and on the good progress already made against our initial objectives.

The Board and management team have set new objectives and priorities based on a robust review process. An agreed set of objectives and priorities will help us to plan and prioritise our work and make sure that we ask the questions 'are we making a difference and improving the lives of the people of Hyndburn?', 'how are we meeting needs?', 'what is the value of our contribution?' Questioning the 'how' and the 'what' is so important if we are to continue to maintain the sort of balance we want – where our social agenda is not compromised by a drive to increase income and that those who can least afford to pay for our services are supported the most.

There are opportunities for us to improve our business; we are a young and dynamic organisation with plenty of enthusiasm and ambitious ideas. We are also wise enough to know that we cannot achieve all that we want to on our own and that partnership with others, particularly Hyndburn Borough Council, is paramount to our success; all the more so at a time when funding is so challenging.

It will be an exciting and hopefully fruitful next 3 years and a time when maintaining a firm focus on our priorities will put the organisation on a stronger footing thereafter.

Martin Fearon | Chief Executive Officer | Accrington Stanley Community Trust



Situation Analysis

It was important to develop this strategy with an approach where we gained an understanding of the beliefs, attitudes and behaviours of our stakeholders both internally and externally to help shape our future provision to best serve our community.

The process was conducted over a period of time and at the heart of it has been the involvement of our workforce. The entire workforce from trustees to volunteers have had their opportunity to feed into the strategy. We created a questionnaire which enabled all staff to input ideas and thoughts on where we currently are and where we want to be. These were then followed up with key stakeholder meetings.

We received over 40 questionnaires as part of our online consultation process, this enabled us to shape our strategy based on external feedback as well as internal. The feedback has also highlighted necessary improvements which will be actioned throughout the period of this strategy.

To accompany this, the senior management team met with key partners, groups and organisations. These stakeholders have given expert advice and support on where they see us fitting within the local networks as well as expressing their opinions on where we can do things better. We have familiarised ourselves and consulted with national partner strategies including Sport England, English Football League Trust and The Premier League.

The result of all of the above has helped us to be clear and confident in both implementing and delivering the Accrington Stanley Community Trust Strategy 2019-2022.

What does our workforce want to achieve in this strategy?

- Expand current sport and education provision and engage with more participants
- To be actively involved in the planning of the future direction of the organisation
- Retain high standards and quality across all provision
- Diversify into areas such as inclusion and health

What do our partners want in this strategy?

- Engage with inactive and underrepresented groups
- Help them achieve their goals through a joined-up approach and smart working
- Deliver high quality provision
- Work together to create a better Hyndburn for all

What does our community want in this strategy?

- Remain rooted to the local community and continue developing further
- Create a community sports facility to improve grassroots and community sport
- Provide a focus on helping disadvantaged and disabled people in Hyndburn
- To increase opportunities for young people to take part in sport and education

How do others describe Accrington Stanley Community Trust?

- Reliable
- High Standards
- Indispensable
- Progressive



Vision, Mission, Values and Purpose

Our Vision

"Use the power of Accrington Stanley Football Club to improve the lives of the people of Hyndburn through participation in sport and exercise"

Our Mission

To support the local community regardless of age, gender, race, religion or skill level and promote a healthier lifestyle through sport and education by encouraging individuals to take part in fun-based activities, which develop confidence, co-operation and education.

Our Values

- **Challenge** behaviour and attitudes, promoting **Respect** and celebrating diversity
- **Inspire** to achieve and **Fulfil** potential
- **Develop** leaders, coaches and volunteers
- **Innovate** in delivery

Our Tagline

"Helping People Participate, Develop and Achieve"

Our Purpose

In placing Accrington Stanley Football club at the heart of the community we will:

1. Increase participation in Sport & Exercise and develop talent pathways.
2. Promote wellbeing and healthy lifestyles within local communities.
3. Deliver an inclusive programme of activities that involves and engages hard to reach groups, improving community cohesion.
4. Develop and empower leaders, coaches and volunteers.
5. Engage and inspire young people, raising and celebrating educational achievement.
6. Govern the operations of Accrington Stanley Community Trust (ASCT) efficiently and effectively.



The Board of Trustees

Accrington Stanley Community Trust is governed by a Board of Trustees whom have a responsibility for the strategy and direction of the charity's work. Since the inception of the charity in 2010 the board of trustees have grown from strength to strength in both numbers and experience. Our Trustees represent various sectors within the community including education, sport, health, business and commerce.

Upheld by our Chair of Trustees, David Keeley and Accrington Stanley Managing Director, David Burgess, the intrinsic link between the football club and charity ensures that there is a clear and constant line of communication between the two organisations.

David Keeley (Chair of Trustees and Designated Safeguarding Officer)

David was appointed as a trustee in November 2011 and became Chair of Trustees in February 2018. He brings a wealth of experience to the charity as a former councillor for 6 years with Hyndburn Borough Council, four years as a Lancashire County Councillor and was also a member of the Lancashire Police Authority for four years. As a former Accrington Stanley Football Club player from 1961-1963 David has a keen passion for the club.

David has over 25 years' service as a local magistrate and has also been a trustee of Age Concern. He is the secretary of Whinney Hill Football Club, a post in which he has held since 1977. David is actively involved in the local community and his experience is invaluable to the charity.

Tony Dobson (Vice Chair of Trustees)

Tony joined the board in late November 2011. He comes to the board with wide range of experience, as he runs a number of private and social enterprises. He has been on the local Borough Council for 12 years and has previously been Mayor of Hyndburn. As someone who has played and enjoyed the game, he has a welcome insight to what we are trying to achieve. Tony was elected by the board of trustees as Vice Chairman in May 2015.

David Burgess

David joined as a Trustee in February 2016, representing Accrington Stanley FC on the Board. David is the MD at Accrington Stanley, joining the club in January 2016 after 13 years as CEO at Lancashire FA. Involved at all levels of football, David was player, manager and Chairman at Clitheroe FC, a coach at Clitheroe Wolves JFC and manager of the Ribble Valley and Hyndburn District schools' team.

Through his role at Lancashire FA, David worked closely with the County FA Football Development Officers to deliver The FA Strategy for football within Lancashire, including participation, inclusion and raising standards. He has a passion for the game and in particular community inclusion, so he has been a welcomed inclusion to the Board of Trustees.

Anne Ellwood

Anne joined as a trustee in February 2017 and has over 40 years' experience of being involved in Girls/Women's Football, achieving major success with Preston North End and Bronte Ladies with whom she won many awards in a successful playing career. During which has seen Anne involved in a variety of capacities, from promoting the game to Coaching, Managing, officiating and administrative roles at Junior Boys/Girls & Ladies Clubs. Anne's devotion and commitment to the sport saw her rewarded by carrying the Olympic Torch in 2012. She is committed to sport having previously worked within the Leisure Services for nearly 30 years at Blackburn with Darwen Borough Council covering roles such as Sports Development /Community work and being an Events Officer.

Anne's looking forward to using her knowledge and experience, especially to encourage participation and develop grassroots football.

Purves Ali: MIBC MCFI CMS

Purves joined the board of trustees in January 2018 and brings a wealth of expertise. An experienced Freelance Business Advisor and Business Development Consultant, (SFEDI Accredited) with over 18 years' experience, delivering a number of enterprise projects in the North West area. Purves has a strong track record in assisting companies in development and growth, as well as driving new projects & initiatives to a high standard to agreed timescales. Key areas of support include project management, business planning, marketing, training & development, advice on grants & funding available.



He has supported organisations such as the Business Enterprise Trust, Enterprise Plc, Oldham Chamber of Commerce, University of Central Lancashire, North West Centres of Excellence, Burnley College, Bolton Business Support services, Lancashire Care Association, Elevate, Regenerate Pennine Lancashire, Growth Lancashire Ltd and Accrington Stanley.

Purves is also the chairman of Whinney Hill Football Club, a governor at Accrington Academy and has been a senior football scout for Manchester United for over 13 years.

John McGregor

Accrington born and bred; John is a Director of Haworth's Financial Services Limited who are also based in Accrington on East gate. He joined Accrington Stanley Community Trust in March 2018 as a trustee.

A member of Church and Oswaldtwistle Rotary club, previous President, and Secretary of Accrington Grammar School Old Boys Association his real passion is Sport, particularly Sport and the provision of Sporting facilities in the local area.

Previously a committee member of the Hyndburn Boys League, John was instrumental in negotiating the merger with the Blackburn boys' league to form the East Lancashire Football Alliance. This is one of the largest leagues in the North West and has received many awards from the LFA and the FA. The highlight of which was a trip to an England game at Wembley as winners of the Respect campaign.

John is now President of the East Lancashire Alliance football league and is extremely motivated to help Accrington Stanley Community Trust achieve their admirable aims.

Tom O'Neill

Tom joined Accrington Stanley Community Trust as a trustee in April 2018 and brings a key skill set to the organisation. Tom qualified as a solicitor in 2005 after completing his LPC at University of Central Lancashire.

A Partner at Farley's Commercial Law office, Tom specialises in commercial property including acquisitions and disposals, development site preparation and infrastructure, landlord and tenant work, development agreements, option agreements, refinancing transactions and property aspects of corporate transactions.

His clients include developers, a range of business from large companies to small/mid-size companies, individuals and pension trustees.

Tom has a keen passion for sport and is also a director of Accrington Stanley Football Club. He will use his expertise to help develop the Trust further and play a key role in the legalities of the Sports Hub project.

Strategic Aims

1. Deliver a High-Quality Service

Our strategic objectives:

- Ensure all participants receive a positive, enjoyable and safe experience.
- Develop and deliver a quality assurance framework across all programmes and invest in workforce development.
- Measure impact through different techniques and publicise an Impact report annually to all stakeholders.

2. Govern and Lead Effectively

Our strategic objectives:

- Ensure financial sustainability.
- Ensure there is an appropriate governance and leadership structure to support the strategy and deliver the charitable aims and objectives.
- Ensure compliance with relevant legislation and regulation.

3. Improve Inclusion, Health and Wellbeing, Sport Participation and Education

Our strategic objectives:

- Provide a variety of inclusive projects that deliver positive change to disadvantaged and disabled people in Hyndburn.
- Build strong relationships with other organisations to make a positive impact on health, well-being and inclusion in our community.
- Instil aspects of health, well-being and inclusion into the culture of our organisation to create a lasting legacy.
- Increase Sport Participation rates in Hyndburn.
- Provide high quality education and expand current provision.

4. Create a Community Sports Hub Facility

Our strategic objectives:

- Work with key stakeholders to design, develop and create a community sports hub facility in Hyndburn.
- Provide a core base for the charity to use as its headquarters to deliver our charitable aims and objectives.
- Create a sustainable state of the art sports and education facility for the local community, grassroots clubs and voluntary sector organisations.

Strategic Aim 1

Deliver a High-Quality Service

Actions:

1 - Ensure all staff are receiving adequate CPD and reflection for personal development, to enable them to thrive within our organisation

2 - Introduce and deliver a quality assurance framework for staff to adhere to across all strands of work

3 - Highlight our services through varied lines of communication whilst being easily accessible to participants, partners and our community

4 - Create a comprehensive offer of affordable services

5 - Ensure opportunities for all beneficiaries and stakeholders to provide us with detailed analysis of our work and its impact

Outcomes:

1 - Provide highly qualified and experienced staff to facilitate our projects

2 - Ensure our programmes and staff are unpinned by a strong framework to deliver high quality service

3 - Ensure awareness of all services whilst maintaining excellent lines of communication creating opportunities to consult

4 - Increase our participation levels in a wider breadth of provision

5 - Provide us with situation analysis that will ensure we can evolve and re-align were required through suitable consultation



Strategic Aim 2

Govern and Lead Effectively

Actions:

1. Develop a suitable staffing structure that will meet the needs of the organisation's growth
2. Recruit and retain trustees who will enhance the experience and expertise on our board
3. Align our trustees to a portfolio utilising their skill set and further supporting our staff and programmes
4. Create a framework that will enable us to analyse suitability for new or expansion of programmes
5. Provide a clear reporting system and monthly analysis of financial situation

Outcomes:

1. Provide clear lines of communication and support to staff and the projects they oversee
2. Increase the breadth of skills within the organisations whilst strengthening our network
3. Ensure staff have additional guidance utilising the experience and skill set of the board
4. Ensuring that we use an assessment criteria, therefore enabling us to make correct judgement on suitable growth of Accrington Stanley Community Trust
5. Mitigate financial risk to the organisation

Strategic Aim 3

Improve Inclusion, Health and Wellbeing, Sport Participation and Education

Actions:

1. Create an inclusive and high-quality disability programme
2. Expand our social inclusion programmes and projects to reach further into our community
3. Utilise community facilities to provide health, wellbeing and inclusion programmes in Hyndburn
4. Introduce provision targeted at tackling obesity in children and general health issues
5. Appoint a full time Health and Inclusion officer to oversee development of this strand of work
6. Expand Education provision by launching a Foundation Degree programme
7. Increase Sport Participation rates in Hyndburn by providing more activities.

Outcomes:

1. Ensure staff and resources are of high quality to support delivery
2. Maintain progress and development in all areas of inclusion, health and wellbeing, sport participation and education.
3. Tackle local issues using our highly trained and motivated workforce
4. Ensure we provide high quality provision in schools to educate young people and their families on health
5. Achieve high levels of engagement within our social inclusion projects
6. More opportunities for local people to access higher education provision
7. Higher levels of people in Hyndburn moving from inactive to active status

Strategic Aim 4

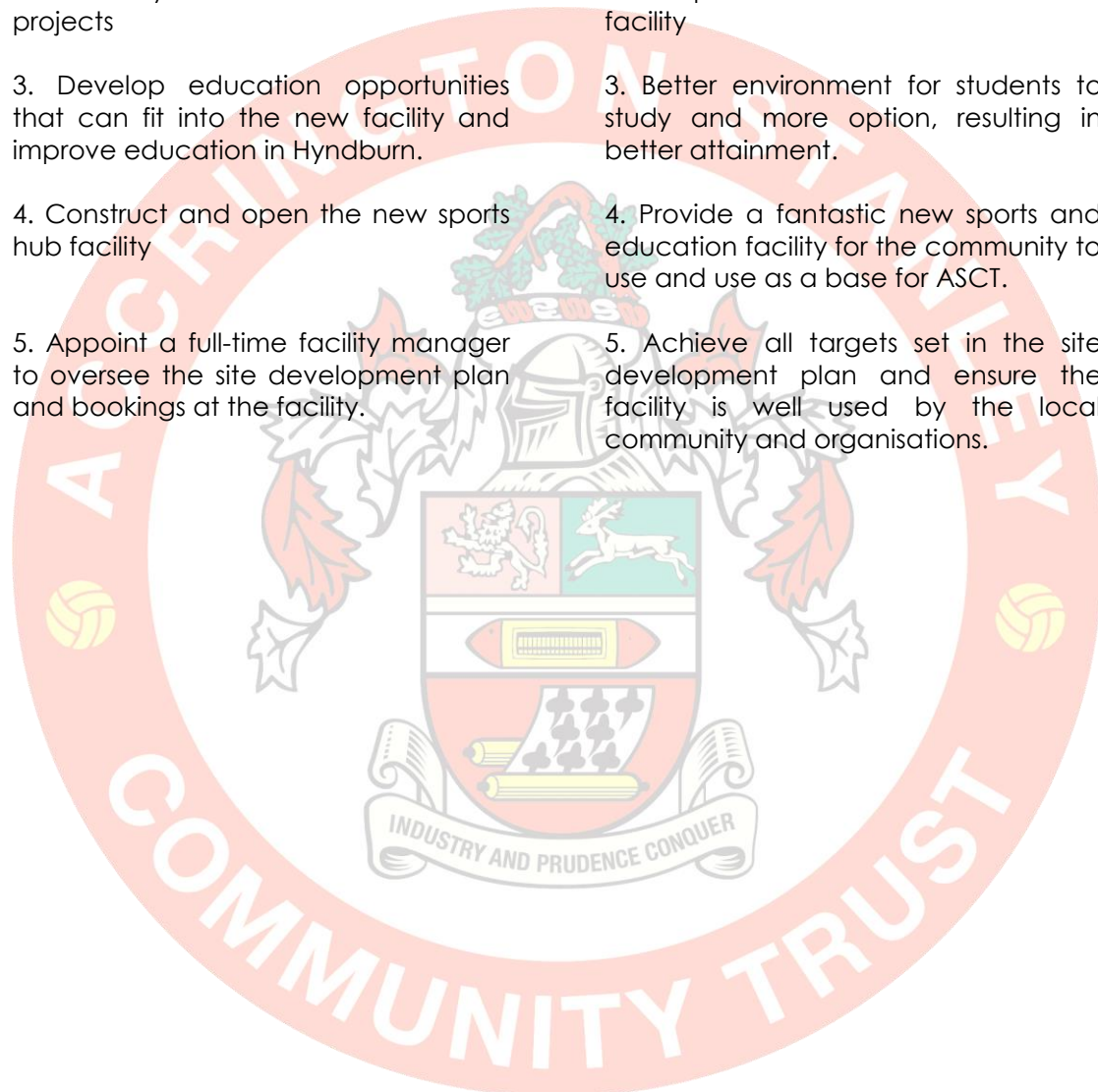
Create a Community Sports Hub Facility

Actions:

1. Design, plan and develop a scheme for a new community sports hub
2. Prepare for new project delivery at the facility and evaluate current projects
3. Develop education opportunities that can fit into the new facility and improve education in Hyndburn.
4. Construct and open the new sports hub facility
5. Appoint a full-time facility manager to oversee the site development plan and bookings at the facility.

Outcomes:

1. Ensure that a new sports hub facility is fit for purpose and meets requirements.
2. New and existing provision created and improved to be hosted at the new facility
3. Better environment for students to study and more option, resulting in better attainment.
4. Provide a fantastic new sports and education facility for the community to use and use as a base for ASCT.
5. Achieve all targets set in the site development plan and ensure the facility is well used by the local community and organisations.





Our Commitment

We never stand still, we want to grow and improve each year and develop new and existing projects to benefit our community. We started in 2010 with no money and just two members of staff. 9 years on we are delivering over 30 community projects to a record 17,171 local people and started construction in May 2019 on a new £2m community Sports Hub facility. We are an award-winning charity that makes a positive impact in our community and we want to build on this over the next three years.

As we enter this strategy, we have some very exciting plans, with the aforementioned community Sports Hub facility high on our agenda. We also plan to expand our work into areas we haven't delivered before, such as working with veterans via the Royal British Legion and linking up with the new Raza Jamia Masjid Mosque and Community Centre in Accrington to deliver more opportunities and further engage with the BAME community.

We are also sponsoring an amazing initiative to commemorate the 50th Anniversary of the football club, Andy Holt, chairman of Accrington Stanley Football club, is giving away 1200 Adidas first team replica football shirts to all year three primary school children in Hyndburn at a ceremony at the Wham stadium in September 2019.

Accrington Stanley Football Club is a symbol of civic pride in Accrington. For at least the next three years, as thanks for their support and a source of encouragement for young people to participate in sport, children in the area will be being given their own official Accrington Stanley football shirt to keep and wear with pride.

Alongside new projects and facilities we will also improve and expand current projects such as our Premier League funded Kicks and Primary Stars programmes. We are a unique charity that has the ability to engage with our community and inspire people to lead a positive and enjoyable life. We want the best for everybody we engage with and we are committed to serve our community for the long term.



Enablers

Partners

Funders

As a self-funding charitable organisation, we rely on securing grants from funders who share in our vision of making a difference to our communities. Nationally we will continue to gain funding support through the English Football League Trust and Premier League as one of their Professional Football Charities and will monitor other national funding agencies aims and objectives to align ourselves appropriately to maximise our opportunities to gain further national funds. We will work closely with commissioners in our area to maximise the funding available and, where possible, match-fund aligned programmes to offer value for money as well as more activity for our communities.

Building and maintaining our existing relationships with local commissioning groups will form a key area of work for the senior management team to ensure we are continually seen as a go-to organisation which delivers and maximises outcomes to the community.

Programme partners

The delivery of this strategy is dependent upon the skills and co-operation of many programme partners that will help ensure we service the community of Hyndburn appropriately.

We are aware that there are many excellent, skilled and specialist organisations that can help support our delivery including from the public, private and third sector. Understanding the local landscape and programmes already offered to our community will create a sense of togetherness for the local business community allowing programmes to be developed and delivered for the benefit of all. We will continue to consult with our programme partners as well as seek new partnerships that can add value to our offer through additional innovative project ideas.

Sponsors

As a charity we actively seek organisations to support Accrington Stanley Community Trust through sponsorship of themes, projects and bespoke initiatives. We aim to support and deliver partner organisations' Corporate Social Responsibility plans where these are consistent with our mission. Working in partnership with sponsors who are like-minded organisations and have the community and their workforce at the heart of what they do is important to us when creating sustainable relationships that have mutual benefits for both organisations.

Enablers

Facilities

Community Sports Hub

Construction work commenced in May 2019 on a brand-new Community Sports Hub. Accrington Stanley Community Trust have been working on this project since October 2015 and commissioned an in-depth feasibility study which was led by a team of external consultants. The findings were very positive, and the Higham Playing Field's site was selected as the best location for the Sports Hub.

The plans include a brand-new fit for purpose multi use building to replace the current building on the site. A full size floodlit artificial football pitch will drive up sport participation rates all year round. Three grass pitches which will cater for various formats of football and rugby will be renovated to a high standard. A brand-new ECB approved artificial cricket wicket will provide a fantastic facility for local cricket leagues and schools. In addition, there will be a 75-space car park added to the site to ease traffic congestion on Thorneyholme road.

The aims of the sports hub are to increase participation in sport, improve health and exercise levels and provide more opportunities for disabled people to access vital sport and education activities. The sports hub will also host many projects that develop employability skills for people out of work, create new job opportunities, inspire people to become volunteers for local sports organisations, sports clubs and charities, and provide a pathway for gifted and talented young people into elite sport.

Higham's Playing Fields is currently underused and our proposals will see the site enjoyed by over a thousand people every single week. The proposals will see the Higham's Playing Field site safeguarded for sports for many years to come. This will become a facility for our community to be proud of.

The site will be secured with suitable fencing level with the building to protect the facilities from antisocial and nuisance behaviour. The site will be open to the public during operational hours, exact times to be confirmed as part of the planning outcome.



Enablers

Accrington Stanley Football Club

Accrington Stanley Football Club (ASFC) takes pride in being a community focused, family friendly organisation. We have a desire to make a positive impact on the town and its people.

We recognise that the football club has a privileged and unique position and consequently are able to make a difference in the community in ways that other organisations would struggle.

Sport in general, and football in particular, can be both inspiring and empowering and we always seek to maximise that opportunity.

Since ASFC joined the Football League in 2006, we have had a chance to fulfil those ambitions through the work of Accrington Stanley Community Trust, which now engage with vast numbers across diverse programmes that reach both the youngest and oldest members of the community.

Andy Holt, Chairman of Accrington Stanley Football Club said *"being outside and active was day to day life for me as a young boy growing up. In more recent years there's been less of an emphasis on community sports for children. Accrington Stanley Community Trust deliver some fantastic projects and they are an essential part of our engagement with the community. This is something I hold with huge importance.*

"I want to create a connection with our professional football team. Our roots go right back to 1888 when Accrington were one of the founder members of the Football League. The reformed club was founded in 1968. It is very fitting to mark the 50th anniversary by giving a shirt to every year three primary school pupil in the Hyndburn area. I will be repeating this every year for the next five years in the hope it brings us closer to the community. I want it to inspire youths to take pride in their home town club by feeling part of the borough and supporting their local team"

Accrington Stanley Football Club's 10 values will be at the heart of everything we do:

- **Honesty** – we will be fair, truthful and morally upright.
- **Integrity** – we will be steadfast and adhere to high principles and professional standards.
- **Trust** – we will give people confidence in the good qualities of the Club, especially fairness, honour and ability.
- **Commitment** – we will be devoted and dedicated to the club, the players, the fans and our community.
- **Pride** – we will recognize the importance of all the club's efforts and achievement; that have made Lancashire and our club great.
- **Respect** – we will have high regard, recognition and appreciation for everyone we deal with.
- **Quality** – we will strive to have the highest standards we can in everything undertaken by the Club.
- **Value** – we will provide value for money.
- **Success** – we will be driven and focused on achieving individual, collective and club success.
- **Character** – we will be courageous, straight talking and entrepreneurial together with all our other qualities and values that is what will make Accrington Stanley distinctive.



What Our Community Thinks

"The PL Primary Stars sessions delivered by Accrington Stanley Community Trust are really beneficial for all of the children involved, as they focus on key skills such as coordination and social skills. I have seen improvements in a number of the children that have taken part."

Teacher at Peel Park Primary School.

"Thank you so much to Accrington Stanley Community Trust for donating the reading books we really appreciate them. I also want to say thank you for the efforts you and your team have gone to this year for our school. All members of staff have commented on how well your programmes and activity clubs have been delivered."

Teacher at St Peter & St Pauls Primary School.

"Accrington Stanley's sessions have been amazing. Our Key Stage 2 children have increased in confidence; shown improved social skills; as well as making a significant progress in their fundamental skills. This positive impact has been noticed throughout school life and this is a result of their enjoyment and participation in all the activities delivered by the Accrington Stanley coaches. The coaches have worked alongside our own staff and have showed enthusiasm throughout the sessions. The sessions are well planned and provide a structure for those children with extra needs, who sometimes struggle."

Teacher at Peel Park Primary School

"The Move and Learn project was brilliant. The class were engaged throughout the programme and thoroughly enjoyed both the classroom side of developing their understanding of nutrition and also the benefits of physical activity. All teaching by the Accrington Stanley Community Trust staff was fantastic."

Teacher at St Leonard's Primary School.

"I have been attending the PL Kicks sessions for two years now since I moved here from Poland. I didn't really know anybody at the beginning but I've made new friends and now I volunteer on the sessions. Accrington Stanley have really helped me settle in the area and I hope to work for them one day."

Premier League Kicks Participant and Volunteer.