



Community Sports Trust

Strategy and Objectives Outline
2021-2024



1) Introduction and Background

Our mission statement was agreed working with staff and Trustees at the inception of the Brentford FC Community Sports Trust in 2005. At this point we transitioned from 'Brentford FC Football in the Community' an unincorporated association with a strong track record in innovative community sport activity. The aim was to broaden the number of people we could engage and to fully explore the ways in which sport could be a catalyst for positive and sustainable change.

Mission Statement:

To create an exciting, progressive and socially inclusive multi-sports participation, coach education and facility development programmes, enabling participants, coaches and volunteers to realise their potential.

Our long-term strategic direction was set with the launch of the Trust in 2005 with a plan to invest in people and places. At that point we undertook the first feasibility study to develop a new sports hub at Gunnersbury Park. Originally it was planned to be a £1-2m facility. In 2021 the facility launched as one of the largest Park Life programmes in the country at a combined cost of £14m. The Project was led by the two neighbouring local authorities, Ealing and Hounslow and the Trust became a strategic partner and has now based an office at the site. We have maintained and built on the vision and now have a new Stadium Hub combining offices and a space dedicated to Social, Education and Health Development. We also are operating under license at the former Academy Dome at Uxbridge High School. We have developed a team of over 100 staff and volunteers providing opportunities for thousands of local people throughout each year.

Our strategy and operational plan is designed to be a working document which fits with the organisations ethos that we need to be agile in order to respond to local need. This was never more important than in the advent of the pandemic in March 2020. We were about to sign off on a new 3-year strategy and forecast at our Trustees Board meeting in March, when in the same week the first lockdown was announced. We moved into a crisis mode of operation and formed a Trustees and Staff covid response group. We were quickly able to re-focus on creating online content and interaction as well as our staff supporting key-worker schools.

When agreeing an updated strategy we held a Staff and Trustee focus session (Jan. 2021) where lead staff presented their overview of need and provision in their specialist areas. From this we took actions to adjust our strategy according to the societal conditions and available resources. At that point it was still an uncertain time due to the stop-start nature of society due to lockdowns, nevertheless we agreed that it was important to have a clear plan of development as we could see many of our long-term hub ambitions coming to fruition off the field and the on-pitch performance was also very promising. As we emerged out of the pandemic we resumed activity and developed another strategy focus day to review our objectives, monitor progress and consider the future.

Framework Agreement

The Trust has continued to be recognised for innovative practice, pushing the boundaries for development. When Brentford FC were granted planning permission for a new stadium in December 2013 the Trust played a part in demonstrating the value of its work to the local community and the potential for expansion in the future. A framework agreement is now in place for Club and Trust to work together to achieve the objective of creating tangible social value cost savings through focused practice.

Our strategy is built on responding to local need and putting in place activities and interventions, building relationships with organisations and individuals. Our work is across all ages and abilities. We have developed 5 thematic strands which represent areas of Trust specialism.

1) Introduction and Background

Our Pillars

Football Development and Sports Participation

Girls Football Development Centre (GDC)

Boys Football Development Centre (FDC)

Girls Emerging Talent Centre (ETC)

Futsal

Disabilities (Deaf Sports Plus)

Premier League Primary Stars (Sport Opportunities)

Joy of Moving (Sport)

School Sports (Curricular and Extra Curricular)

Premier All Ability Bees

Mini and Tumble Bees

Adult 6-A-Side Leagues

Female Recreational Football

Youth and Community

National Citizens Service (NCS)

NCS Changemakers

Premier League Kicks

Street Sports

Kicks London Marathon Charitable Trust Foundation (LMCTF)

Youth Service

Communities Engagement

Health and Wellbeing

Weight Management

Joy of Moving (Health Education)

Weekly Exercise Classes (staff exercise classes, chair-based exercise)

Football for Thought

Comedy for Thought

Terrace Talks

Bee A Hero: Blood Donation Campaign

Brentford Welcomes (migrant, refugee, and asylum seeker support)

On Your Side (forensic community service user support)

Mental Health and Emotional Resilience Curriculum (Primary School)

Specialist Support

Mayor's Office for Policing and Crime (MOPAC)

Young Carers

Short Breaks

Brighter Futures

Disabilities (On the Ball)

Education, Employability and Training

Twinning Project

Post 16 Education and Football

Premier League Primary Stars (education intervention)

Focus30 Secondary

Premier League Inspires

Hillingdon Youth Offending Teams (YOTs)

Project Turnaround (Ealing Youth Justice Service)

The Mercers' Company

Short Breaks (Education)

Inspiring a Generation

Clubhouse Concept

1) Introduction and Background

Campus Concept

It is important that we can convey a big picture that is understood by our participants and partners. We have termed it our 'Campus Concept' which represents the long-term development of a number of Community Hubs. Looking from an elevated position the new Community Stadium Hub with accompanying two storey Social, Education and Health Hub, within 1 mile of Gunnersbury Park, the Training Ground two miles away and a purpose-built Dome in Hillingdon forming the basis of the hubs. An additional hub is The University of West London who are a major partner of the Football Club, with whom the Trust are developing some innovative new training opportunities.

We deliver in 170 schools across the Boroughs of Hounslow, Ealing and Richmond. We are also in partnership with a number of other public, private and voluntary organisations. This includes a wide number of different Housing Associations linked to local housing estates, where we aim to provide regular physical and cultural youth activity throughout the year. At some sites we have also assisted in improving the local play facilities.

This network, which has been built over a period of long-term engagement is served by our skilled staff team and coaches, which now stands at over 100 staff and volunteers. They have a number of specialisms from teaching and youth work, through to social work and mentoring, many with a number of sports coaching qualifications from gymnastics to football.

When we began in the late 1980's with two development officers the brief was to get out and see what we could make happen using the draw of Association Football. Over 30 years later and Sport for Development is now an understood medium in building relationships that create long term change. We have discovered there is an infinite number of ways to engage but now understand that engagement should be focused, meaningful, and have a clear and sustainable development pathway.

This is the basis of our strategy - to create an extended campus and build and maintain partnerships that provide opportunity for our participants, many of whom are from disadvantaged communities or require extra support. The pandemic taught us a great deal, that it is vital that we remain agile as an organisation and that we innovate to solve problems. Emerging from the pandemic there were many challenges in the areas of both physical and mental health and we have played our part in restoring confidence to individuals and groups. We do not use the phrase exit routes, this feels as though an association ends. Instead we think about development pathways. In the same way that we talk about our extended campus we are proud of our alumni who we helped on their journey. When viewed from above, they number in their thousands, but focus in and you will see that each has their own story to tell. It is important that our strategy is for us to excel at telling individual and collective stories in order to demonstrate the journey.

Organisational Culture

We aim to create a culture that encourages our staff to express themselves creatively, to be and feel part of a team and to ensure that we enable everybody that wants to be involved with the Trust to find a pathway to participation and development. Our core values were derived by consultation with our Staff and Trustees. We place a strong emphasis on gathering them together with ambitious team-building trips that combine challenge with fun and consultation.

We have focused on creating and improving places and physical spaces but understand that places and spaces are only a shell unless they can be populated with trained and enthusiastic staff and volunteers. We understand that our people are our strength - their commitment, passion and drive. We aim to build on this potential by providing training and opportunities to develop. Our partnership strategy is equally important and throughout our history has enabled us to punch above our weight. We invest significant time and energy investing in productive partnerships with the view that by working together we can create sustainable benefit.

Inclusion is at the heart of our culture and workplace. It is a thread that runs through all activity and we want all staff and participants to bring their full selves to our offices, sites and sessions. We serve a diverse community and continue to focus on increasing diversity to ensure that we reflect and represent our local area.

Core Values

Inspire

Innovate

Include

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Organisational Plan 2021-4

Our strategy is combined with an organisational plan which will support and guide the Trust in achieving the strategic targets and department priorities agreed with our Board of Trustees in January 2021. The high level targets in the 2021 document have been developed into the key themes detailed below.

Emerging from the Covid 19 pandemic, we activated our delivery plans for high quality office, sports & education facilities at:

- Gunnersbury Park - new offices and sports hub
- Brentford Community Stadium – new offices and a social, education, and health hub
- Uxbridge High School – indoor football facility formerly part of the Brentford FC Academy
- Brentford FC Training Ground – consultation on future Community activities linked to new improved facilities

These developments' present opportunities for the Trust, in our plans to grow the organisation, increase the range, reach and scope of our work, to the benefit of key stakeholders, staff and the local community.

The relationship with Brentford Football Club remains strong with commercial partnerships going from strength to strength. We plan to continue to develop the partnership to support our plans for investment in community activity and long-term sustainability.

Our new purpose-built education hub adjacent to the Brentford Community Stadium is supporting plans to develop our education and employability offer. A three-year funding stream from The Mercers' Company has enabled us to recruit a new role, Head of Social Education & Health Hub, with a clear remit to activate the new facilities through partnerships with local organisations and support the most vulnerable young people in society, through a vibrant learning space that will help their transition from education to employment. Projects such as National Citizen Service, supported by the English Football League Trust, which has a challenging but achievable engagement target for young people, will also benefit from these new facilities.

Sports participation continues to be a focus, with plans to increase the number of children in our programmes across a range of sports. Gunnersbury Park in particular is a flagship sports hub, with a range indoor and outdoor sports available for families to access throughout the year.

Football development is a key driver with plans to introduce new strategic locations designed to support geographic reach and increase accessibility for more children and young people. This year will see our first cohort of Post 16 female players (September 2021) combining football with their academic studies. Both Gunnersbury Park and Uxbridge High will play a key role in this improved offer.

Staff development is an on-going focus as we seek to remain an attractive employer for local talent to join our workforce. This year we have produced our Organisational Development Strategy detailing our commitment to:

- Embedding Trust expectations of staff, values & culture
- Commitment to Equality, Diversity & Inclusion
- Improved staff employment conditions
- Developing staff training opportunities and pathways

The Trust is working closely with the football club to achieve its goal of becoming the most inclusive football club in the country. The Trust has appointed a strategic lead for Equality, Diversity and Inclusion (EDI) within the Leadership team, supported at Board level by a Trustee. In 2020 we undertook an external independent survey, providing a report detailing recommendations and improvements to work towards as an organisation.

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Evaluation of our work will be supported by VIEWS that will monitor programme outputs and outcomes against project targets. This will support plans to launch a Social Impact report, sitting alongside our annual Accounts audit.

We are working closely with the BFC Commercial department to support their targets for external partnerships. A fundraising strategy has been developed and agreed, designed to support long term sustainability with funds allocated and reinvested in trust projects and activity.

Premier League status achieved May 2021

Achieving promotion to the Premier League in 2021 has enabled us to accelerate investment in core resourcing within the Trust to support projects and departments. The strategic overview for the BFCCST Board meeting in March 2022 provided a narrative on changes that have been implemented and progress against high level objectives. The injection of increased core and premier League and PFA innovation funding has enabled us to accelerate our planned programme of staff development and new creative projects with external partners such as The University of West London. We have successfully improved our links with the male and female senior teams with a new Player Engagement strategy.

We were not able to fully access all Premier League programmes until the funding cycle renewed, however we have joined the Premier League Inspires working group and are funding a pilot programme through an external donation with a view to fully joining the programme in September 2022. The Inspires programme will work with two small cohorts of young people who are at risk of not achieving their potential, a girls only group and a group from a Pupil Referral Unit. Over the course of a term the students will work with BFCCST coaches to develop skills, confidence and positive relationships. Sport will be used as an incentive to engagement, coupled with workshops and focussed sessions, covering relevant issues, such as mental health.

As we update this document we are currently considering opportunities for the new season. We have received our Premier League Charitable Fund letter detailing core, project and innovation funding. Up to 40% of the funding (part of core and innovation) is dependent on Brentford FC retaining Premier League status, so we have a twin track in project planning. Nevertheless our project funding has increased and will remain regardless. This will be divided across schools, communities and inspires programmes, matched with external partner funding.

We have never been in a better position in terms of funding, resources and facilities to further develop the quality and scope of our services. We are still emerging from the pandemic and awaiting the completion of the stadium hub (May 2022) and we are ready to accelerate our programmes following a period of crisis management during the pandemic.



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Strategic Overview June 2023

With promotion to the Premier League, the activation of new facilities and hubs, and the development of new partnerships, the potential for the Trust to deepen and widen our impact has never been greater.

By 'deeper' we mean furthering impact across our existing campus

By 'wider' we mean working in new areas and regions

Significant new opportunities have arisen as we have come towards the end of our current strategic period. This strategy has had to be agile to respond to the challenges arising through the pandemic and equally to respond to new opportunities. The Trustees strategy day held in early July will contribute to the development of a new strategic plan to be launched in April 2024.

Below is a summary of how the direction of the current plan has developed.

Build sustainability and future-proof the Trust

- Invest in core functions to improve efficiency (Comms/ HR/
- Marketing/IT/Ops/Finance/Insight and Impact)
- Develop, grown and retain existing workforce whilst attracting new and diverse talent
- Build on our successes by replicating our schools and participation model into new areas.
- Diversify income streams by investing in an insight and fundraising function (Impact and Insight role).
- Grow our brand reach and amplify our message to drive engagement and participation

Build purposeful partnerships

- The commercial attraction of the Football club has never been greater. As a result we are benefitting from a range of new partnerships. Working with the Football
- Club, we can add an impactful community dimension. Some partners are interested in linking in to a greater degree than supporting with a donation and it is with these companies that we are building sustainable community partnerships with increased investment
- For example, developing employability programmes to support local young people's access to high-quality routes to employment, and support local employers to attract local talent.

Reduce impact on the environment

- We are looking at new ways to run a more sustainable operation. Through product sourcing, transport using less energy and fossil fuels and recycling. This is an ongoing project and we are planning to link with the Club.

Increase and diversify participation

- Increase the scale and scope of activities for people with disabilities
- Increase opportunities for women and girls - increase our female:male participation ratio
- Listen and action our participant or potential participants views / needs
- Respond to participation data proactively and address areas of underrepresentation.
- Increase targeted programmes such as specialist mentoring (i.e., mental health programmes in primary and secondary schools and develop a response to youth offending)
- Develop new health programmes in response to local needs, refugees and those seeking asylum, tackling isolation, addressing inactivity, mental health, and wellbeing support.
- Activate new hub sites and facilities to increase local engagement

2) Key Performance Indicators

There are nine key performance indicators for the period 2021 to 2022. They are stated in no particular order of priority. The path to achieving each of the KPIs is set out in the Strategy Action Plan document.

1. Driving Participation

To provide opportunities for people to take part in Sports Participation and Education provision across Schools, Gunnersbury Park Football Development Centres, and Uxbridge High School Dome

2. Operations

To review Trust organisation structure to improve effectiveness - management, health & safety

3. Safeguarding

To embed a culture and understanding of safeguarding that ensure all staff and beneficiaries are safe

4. Organisational Development Strategy:

- a. To review current workforce and plan for future growth
- b. Implement a new system of management by objectives, so that staff contribute to the organisational targets
- c. EDI

5. Facility Development with Specific Focus on the Launch of the Social Education and Health Hub

6. Funding and Fundraising

To set an effective plan to raise restricted and unrestricted funds

7. Marketing and Communications

To amplify all Trust's areas of work visibility and good news stories through Trust channels and by working closely with Brentford FC

8. Impact Measurement

To utilise relevant software systems designed to support performance targets, contributing to the achievement of the Trust's strategic outcomes

9. Reporting

To effectively report on progress against set objectives



Community Sports Trust

Realising Potential
Include, Innovate, Inspire