NORTHAMPTON TOWN F.C.

COMMUNITY

A WINNING STRATEGY – HOW OUR COMMUNITY LED STRATEGY ENABLED US TO BE FIT FOR THE FUTURE – EVEN THROUGH COVID!

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The next 45 minutes..

1. Share our story of how Northampton Town FC Community Trust created a 'community-led' strategy for the community we serve
2. How diversifying work led to growth, greater impact and financial stability, even through COVID
3. What went well (and what didn't!), sharing some useful tips from our learning

NTFC COMMUNITY TRUST
STRATEGY 2019-2022

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BACKGROUND

- 3 years in post as CEO at NTFC Community
- Previously 2 and a half years at Leyton Orient Head of Health
- Award winning work recognised locally and nationally
- First full organisational strategy I've developed (I don't have all the answers!)

Twitter:
@phillsmith88

NORTHAMPTON TOWN F.C.
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BACKGROUND

- Official charity of Northampton Town FC
- Became a charity 2001
- Serve Northamptonshire community
- Population: 747,622
- No direct funding from club
- 7 staff members (now 24)
- 21 volunteers (now 40+)
- 7 trustees (now 9)
- Turnover £205,999 (now £419,186)

COMMUNITY LED STRATEGY

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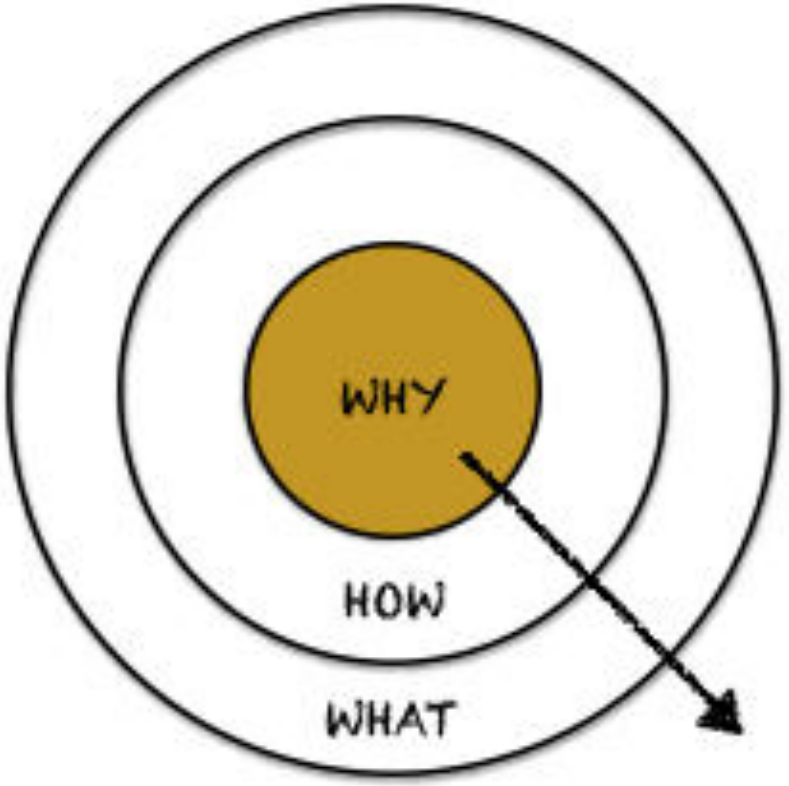
START WITH 'WHY?'

Why do we exist?

Why is our work needed?

Why are we delivering our activities?

Why are we best placed to do this?



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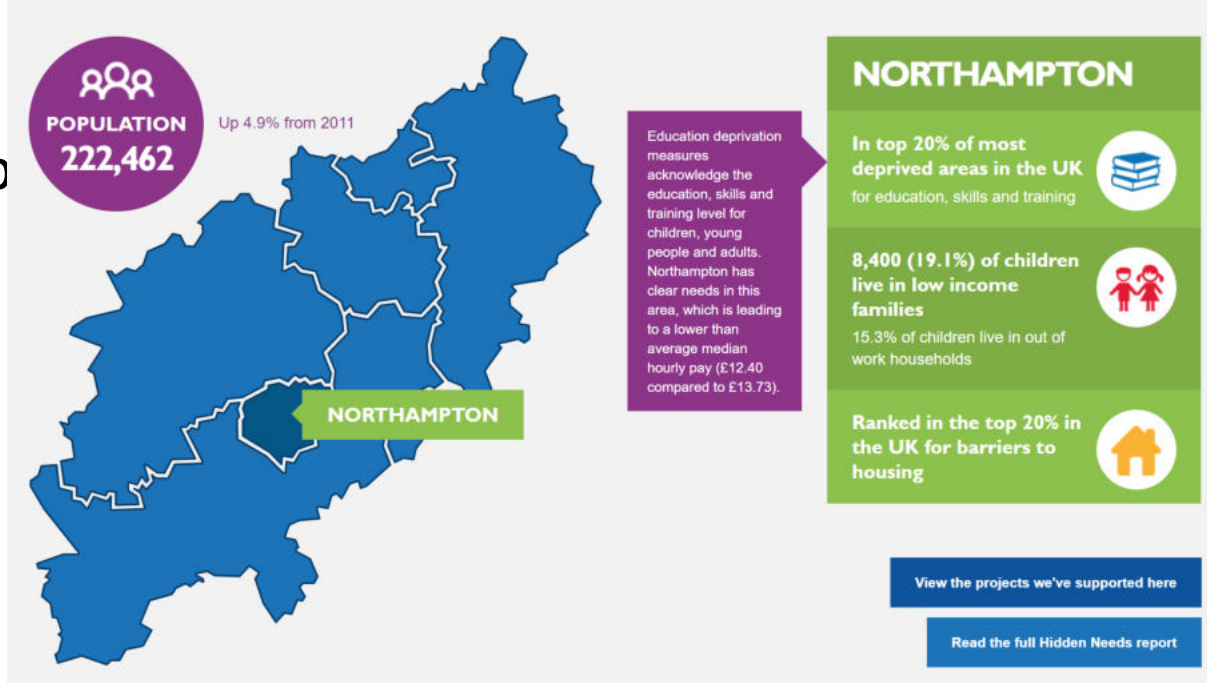
DATA DRIVEN

- Joint strategic needs assessment (council)
- Public health data (local authority health p
- Crime data
- Loneliness data
- Schools data
- Funders reports (hidden needs)
- Questionnaires (own)



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THINK BIG

SUSTAINABLE DEVELOPMENT GOALS

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HOW WE DEVELOPED IT

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HOW WE DEVELOPED IT

1. Review of data and our current programmes.
2. Review of other organisations delivering.
3. PEST Analysis
4. Internal consultation – (staff, trustees) – away day
5. External consultation – (stakeholders, funders, community we serve)
6. Creation
7. Launch

6 MONTH TIMEFRAME

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against Swansea City in the Division 3 play off final
in front of 32,000 Northampton Town supporters.
University of Northampton
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NTFC COMMUNITY TRUST STRATEGY 2019-2022

'MORE THAN FOOTBALL'

OUR STRATEGY

OUR VISION

A healthy, happy and connected Northamptonshire.

OUR MISSION

To use the unique appeal of Northampton Town FC to deliver activities that connect our communities and improve peoples lives.

OUR VALUES

- **WE INNOVATE**
  We are forward thinking and adapt to the needs of the community. We plan for the future
- **WE GO FURTHER**
  We don't do 'good enough' we do the very best
- **WE ARE RELIABLE**
  We have integrity and transparency at our core
- **WE'RE TOGETHER**
  We are part of a team, we're stronger together and we grow together
- **WE INSPIRE**
  We lead by example, delivering with enthusiasm and passion to help others unlock their full potential

THE DIFFERENCE WE WANT TO MAKE

IMPROVED HEALTH AND WELLBEING

LONG TERM OUTCOMES

If the work we deliver is successful, we'll see:

- Reduced strain on local health and social services
- Reduced impact of socioeconomic factors on health
- A reduction in preventable health-based issues based on poor lifestyle choices
- Improved mental wellbeing in the local community

MEDIUM TERM OUTCOMES

- Measured improvement in mental wellbeing of participants
- Measured sustained increases in physical activity levels of participants
- Measured sustained increases in lifestyle behaviours of participants
- Improvement in any targeted health condition (e.g. weight, diabetes, falls)
- Participants continue positive activity

STRONGER, SAFER, CONNECTED COMMUNITIES

LONG TERM OUTCOMES

If the work we deliver is successful, we'll see:

- Reduced levels of anti-social behaviour and crime
- Improved quality of life
- Improved community cohesion
- An improved sense of belonging and togetherness in the community

MEDIUM TERM OUTCOMES

- Improved perception and interaction between local communities
- Communities increase their social connections
- Improved community opportunities
- Participants avoiding exposure to crime and anti-social behaviour

ENHANCED LIFE OPPORTUNITIES

LONG TERM OUTCOMES

If the work we deliver is successful, we'll see:

- A reduction in the gap in life chances between communities
- More people achieving their potential

MEDIUM TERM OUTCOMES

- Increased educational attainment of participants
- Reduction in 16–24 Not in Education or Employment (NEET)
- Improved school attendance of participants
- Increased employability and life skills
- Increased awareness of risk and crime related behaviours
- Increased number of people with a disability taking part in sport

DISCOVER MORE ABOUT NTFC COMMUNITY TRUST AT

WWW.NTFCCOMMUNITY.CO.UK

OUR 5 STRATEGIC AIMS

- BUILD OUR CAPABILITY
- GROW OUR CHARITY
- DELIVER CHANGE
- DEMONSTRATE THE VALUE AND IMPACT WE MAKE
- RAISE OUR PROFILE

THE WORK WE DELIVER

- EDUCATION, TRAINING AND EMPLOYABILITY
- HEALTH AND WELLBEING
- DISABILITY AND INCLUSION
- SPORTS PARTICIPATION
- NTFC EXPERIENCES

OUR AREAS OF DELIVERY

Our activities will support all communities within Northamptonshire but will specifically focus on setting up NTFC hubs in the following areas:

1. NORTHAMPTON
2. WELLINGBOROUGH
3. CORBY
4. KETTERING
5. DAVENTRY

WHO WE DELIVER TO

Our activities will support all communities within Northamptonshire but with particular focus on:

- CHILDREN AND YOUNG PEOPLE
- OLDER ADULTS
- PEOPLE LIVING IN AREAS OF HIGH SOCIO ECONOMIC DEPRIVATION
- PEOPLE WITH OR AT RISK OF HEALTH CONDITIONS
- MINORITY GROUPS AND DISABLED PEOPLE
- FOOTBALL FANS

NORTHAMPTON TOWN F.C. COMMUNITY

Our outcomes contribute to the UN Sustainable Development Goals of 'Good health and well-being' and 'Quality education'

STAY IN TOUCH COMMUNITY@NTFC.CO.UK 01604 683726 TWITTER: @NTFC_CT FACEBOOK: NTFCCOMMUNITYTRUST

NORTHAMPTON TOWN F.C. COMMUNITY

THEORY OF CHANGE MODEL 2019-2022

THE ISSUE:

Extensive cuts to local services causing barriers to participation, learning and social integration further limiting opportunities for communities to stay healthy, happy and connected.

CONTEXT:

NORTHAMPTONSHIRE DEMOGRAPHICS (JSNA):

- Population: 732,000 (2018) projected to rise to 759,000 by 2020
- 31% of population live in Northampton Town
- 8.5% of population are from ethnic minority groups
- 29 of the county's 422 LSOAs are amongst the 10% most deprived in England
- 21% of adults in Northamptonshire have a disability
- 3,589 children with learning disabilities known to schools
- 14% children live in low income families

HEALTH AND WELLBEING (HEALTH PROFILE 2018)

- Compared to the least deprived areas in Northamptonshire, life expectancy in the most deprived areas is 8.9 years lower for men and 6.4 years lower for women (2015-17)
- 66% of adults are overweight or obese, worse than the England average (2016/17)
- 34% of Year 6 children are overweight or obese, which is similar to the England average (2016/17)
- 22% reception children overweight or obese, which is similar to the England average (2017/18)
- Cancer causes 28% of all deaths in the UK (2016)
- 40% of adult social care users have as much social contact as they would like, worse than the England average (2017/18)

LIFESTYLES

- 16% of adults smoke, which is similar to the England average (2017), but variation is seen across the county
- Alcohol related harm hospital stays are worse than the England average (2017/18)
- 24% adults deemed 'inactive', i.e. doing less than 30 minutes of moderate exercise per week (2016/17)
- 64% of adults do at least 150 minutes of moderate exercise per week, worse than the England average (2016/17)
- Disabled people are twice as likely to be physically inactive (43 per cent) than non-disabled people (21 per cent)
- The rate of self-harm hospital stays is worse than the England average (2017/18)
- 485 hospital admissions for young people who self-harm (15–19 years) in 2016/17
- 3,224 hospital admissions due to falls in people aged 65 and over in 2017/18

CRIME AND ANTISOCIAL BEHAVIOUR

- The rate of violent crime is lower than the England average but on an increasing trend (2017/18)
- 15,658 recorded incidents of domestic abuse in the year ending March 2018
- 151 first time young offenders in 2017
- 24,630 reported cases of anti-social behaviour January 2018–December 2018

EDUCATION, TRAINING AND EMPLOYMENT

- 33% of adult carers have as much social contact as they would like (2016/17)
- Levels of GCSE attainment are worse than the England average, (only 62% gained a standard pass in English or Maths in 2016/17)
- 6% of 16 and 17 year olds classified as Not in Education or Employment (NEET) , similar to the England average (2017)
- The 2017 rate of first time entrants to the youth justice system for Northamptonshire was 219 per 100,000

NORTHAMPTONSHIRE PRIORITIES

- Every Child Gets the Best Start in Life
- Taking responsibility and making informed choices
- Promoting independence and quality of life for older adults
- Creating an environment for all people to flourish

INPUTS/ACTIVITIES

STRATEGIC INPUTS 2017/18

- £300,000+ investment
- Northampton Town FC brand, players and facilities
- Marketing and communications
- Existing partnerships
- 10+ full time community staff
- 16 volunteers (doing 20+ hours of volunteering in 2017-18)
- 90 sessions per week in total
- 60+ sessions of PE/Sport in schools
- 20 different projects at 32 venues

PROGRAMMES (2017/18)

EDUCATION

- Premier League Primary Stars
- Coaching and Coding
- Tackle your feelings
- Healthy lifestyle programme
- School Takeover Days
- Traineeships 16–24

PARTICIPATION

- Premier League Girls
- Holiday Courses
- Trilogy Coaching Sessions
- Wildcats
- Girls Grassroots and PDC teams
- Ladies Team
- Monday Night Legends
- Premier League Kicks

DISABILITY & INCLUSION

- Down's syndrome football
- Multi-disabled FC
- Inclusion and diversity workshops

HEALTH & WELLBEING

- Man v Fat
- Active Fans
- Changing Goals
- Heads Up
- Extra Time Hubs
- Walking Football
- Mental health first aid training

OUTPUTS/ MEASURES

STAKEHOLDERS:

- No. of VCS organisations engaged
- No. of schools engaged
- No. of public sector organisations engaged
- Additional investment secured
- No. of player appearances in community

PARTICIPATION:

- No.s attending
- Attendance rate
- No.s attending by gender
- No.s attending from BME communities
- No.s attending by age group
- No.s disabled people
- No.s NEET
- No.s with specific health/ lifestyle issue
- No. of contact hours
- No.s at risk of offending
- No.s of participants deemed 'inactive'

COACHING & VOLUNTEERING:

- No. of coaching sessions
- No. of persons coached
- No. of volunteers recruited
- No. of volunteers trained

TRAINING & QUALIFICATIONS:

- No. of individuals attending non-accredited and accredited training
- No. starting/enrolled on accredited qualifications
- No. of traineeships

DELIVERY:

- No. of programmes delivered
- No. of sessions delivered in school
- No. communities
- No. of targeted health intervention sessions
- No. of targeted workshops delivered

IMPACTS (SHORT TERM)

COMMUNITY ENGAGEMENT:

- Increased % satisfied with services/programme
- Increase in stakeholder awareness of programmes
- Increase in investment
- Increase in new club fans
- Increase in local stakeholder links
- Increased in delivery area coverage

PARTICIPATION BEHAVIOUR:

- Increased numbers of participants engaged
- Increased % agree participation has helped move towards any medium-term outcome
- Short term self-reported lifestyle behaviour changes
- Increase in knowledge / confidence / self esteem
- Improved self-reported levels of motivation to learn or engage
- Increase % say they intend to change behaviour
- Recorded behaviour changes (e.g. attend health check, sign up for course)
- Improved understanding of health issues and risks
- Improved understanding of local services and how to access

COACHING & VOLUNTEERING:

- No. of new volunteers
- No. of participants on-going volunteering
- No. of volunteers transitioning to paid work

TRAINING & QUALIFICATIONS:

- No. of participants supported off NEET
- No. of new jobs/training/ traineeships supported
- No. of participants moved closer to work or training
- No. gaining qualifications (accredited or non-accredited)
- No. of participants

OUTCOMES (MEDIUM TERM)

STRONGER, SAFER, CONNECTED COMMUNITIES:

- Improved perception and interaction between local communities
- Communities increase their social connections
- Improved community opportunities to connect
- Participants avoiding exposure to crime and anti-social behaviour

IMPROVED HEALTH & WELLBEING:

- Measured improvement in mental wellbeing of participants
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ENHANCED LIFE CHANCES:

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OUTCOMES (LONG TERM)

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- Improved quality of life

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ENHANCED LIFE CHANCES:

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OUR VISION: HEALTHY, HAPPY AND CONNECTED COMMUNITIES

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BUSINESS MODEL

- Diversify income streams
- Broad range of activities linked to themes
- Earned income, grant income, donations
- Year on year sustainable growth
- Reserves grown year on year
- Money makers vs impact makers
- Sustainability

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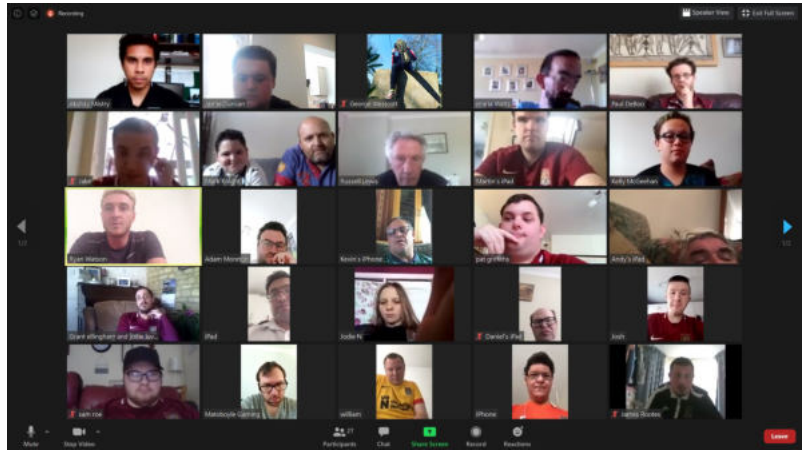
COVID-19

- No-one could predict
- Connecting Communities, Improving Lives
- Agile
- Think differently
- Well positioned for fundi



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STRATEGY IMPACT

- Reach more of the people that need support
- Diversified our work and staff skills
- Greater impact on individuals
- Organisational Growth
- Football club see the benefits also (positive publicity, fans)

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TAKEAWAYS

-Start with why

-Clarity on purpose and outcomes but build in flexibility

-Consult and listen to your community (create with, not for)

-Use local, national and international data and policy for long term planning

-Multiple income streams

-Don’t chase the money

-Keep it simple (public facing and funder facing versions)

-Community voice groups

-Embedding is key

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QUESTIONS

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THANK YOU

Email: Phillip.smith@ntfc.co.uk

Twitter: @phillsmith88

Our strategy in full: https://www.ntfccommunity.co.uk/what-we-do

PTS TRAINING & APPRENTICESHIPS
EFL TRUST
Premier League
GRANGE MORTGAGE & PROTECTION SERVICES
the cube DISABILITY

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THANK YOU

PEST tool - https://knowhow.ncvo.org.uk/tools-resources/strategy/pest-analysis

Simon Sinek book start with why:
https://www.amazon.co.uk/dp/1591846447?tag=teco0a-21

Our strategy in full: https://www.ntfccommunity.co.uk/what-we-do