



ARGYLE  
COMMUNITY  
TRUST

# OUR COMMUNITY STRATEGY

Strategic Plan  
2019-2022





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# INTRODUCING 'OUR COMMUNITY' STRATEGIC PLAN

Our Community Strategy builds on Argyle Community Trust's desire to make a change to people's lives using the power of Plymouth Argyle Football Club. The populations that we serve face barriers in relation to health, well-being, education, employment, levels of physical activity, high deprivation in some areas and low attainment levels.

Through the work undertaken as part of our last strategy, through research and consultation there is clear evidence to indicate our work is needed within our community. National, regional and local plans reflect the work that we undertake with the aim of breaking down the barriers stated above.







# FOREWORD

## Argyle Community Trust Chief Executive

Argyle Community Trust has been in operation for over 25 years and plays an important role in the communities of Devon and Cornwall.

The diverse nature of our work has allowed the Trust to work with thousands of people from across the two counties. This work has ranged from introducing people to sport for the very first time to providing many individuals with qualifications and employment routes. The strands of our work are diverse and wide ranging; something we are very proud to deliver.

The programmes offered have enabled us to break down barriers, develop life skills and have encouraged people to fulfil their potential. The close association with their local professional football club enables them to feel proud and involved.

We are particularly proud of our achievements, especially over the last 8 years. However, we are not complacent; we understand the importance of continuing to reflect, review and evolve for the benefit of our community. Social challenges such as inactivity levels, mental health, health related illnesses and other social issues are what we will continue to confront and address.

In recent years our engagement numbers, together with our investment in the local community have grown. The focus of the strategy is to empower people to reach increasingly aspirational destinations, inspire our supporters through the positive programmes we deliver and to continue to deliver key messages and themes for an active participation programme that benefits the community. This will be supported by a solid, secure and sustainable infrastructure through which we will continually improve our systems and structures. Equally important to our ongoing strategy is evidencing the journeys we create whilst



understanding and measuring the impact we make within the community we serve.

We appreciate that we cannot work alone and a great deal of success can be attributed to having key partners who can help accommodate and enhance programmes and provisions. Given this, we will seek to continue to strengthen our partnerships nationally, regionally and locally allowing us to resource, transform and sustain lasting change.

We have a unique partnership with Plymouth Argyle FC that distinguishes us from other charitable organisations and helps us to inspire our community. Although we are an independent charity, we are thankful for their support and hope that our strategy we will not only inspire people to support our projects but - through engagement with the Community Trust - they will have a reinvigorated support for their local professional football club.

## Chair of Trustees statement

In the 25 years that the Trust has existed, its work in Devon and Cornwall has enabled thousands of individuals of all ages to display their abilities and skills whilst helping improve their feeling of self worth and confidence.

It started by providing occasional opportunities for some football coaching and the odd game on a concrete 5 a side pitch, to offering support to improve individual mental and physical health and well being, the opportunity for social engagement across the age range and training and pathways to employment, and the opportunity to play at the quite magnificent Manadon Community and Sports Hub. Despite this immense progress and increase in its provision, the Trust is neither complacent nor content to sit on either its laurels or hands!!

This 3 year strategy document is indicative that the Trust learns, listens and implements under the excellent leadership and management of senior staff and its brilliant and committed members of staff.

Although entirely independent of PAFC, the Trust enjoys very strong support from the Chairman and the Main Board, and we are grateful for that support together with that of our many partners.

We look forward to the next 25 years!

Captain David Tall OBE RN  
Chair of Argyle Community Trust

**OUR VISION:** TO PROVIDE OPPORTUNITIES TO ALL PEOPLE WITHIN OUR LOCAL COMMUNITY BY INSPIRING AND EMPOWERING THEM THROUGH SPORT

**LEARN. PLAY. SUCCEED.**



# HOW WE DEVELOPED OUR STRATEGY

## Process and Analysis

To enable us to create our strategy we adopted an approach that provides us with an understanding of the landscape both internally and externally. This has been used to help shape future provision and to best serve our communities.

The process was conducted over a period of several months to allow consultation with workforce, partners, our parent club and our participants providing us with a comprehensive analysis of our current provision and position within the community.

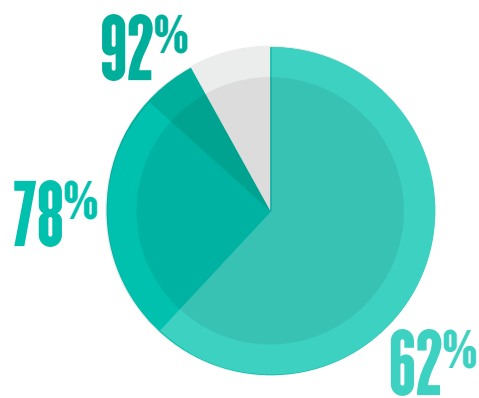
We issued detailed questionnaires, which enabled everyone to express their ideas and perceptions of where we are currently and where we want to be. These were then followed up with small groups of staff, management groups and stakeholder meetings, as appropriate. We also accessed 'youth voice' through focus group meetings with participants aged between 11 to 25 years old.

The Trust received 139 online consultation questionnaire responses enabling our strategy to be aligned to key partners' aims and objectives and ensuring we meet our participants' needs. We have also familiarised ourselves with national partner strategies including Sport England, English Football League Trust, Premier League Charitable Fund and others including NCS Trust.

Once all consultation had been finished, our senior management team created our strategy, the end result being that we were clear and confident about both the direction, the implementation and the delivery of our 'Our Community Strategy' Strategy 2019 - 2022.

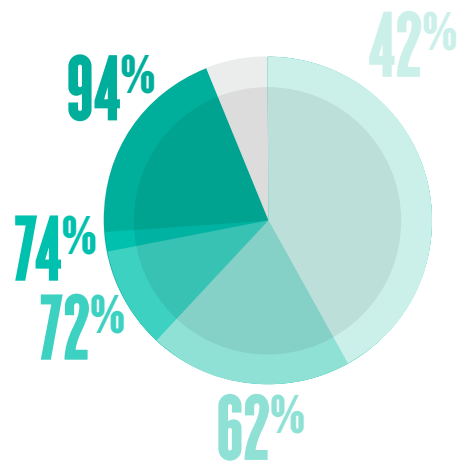






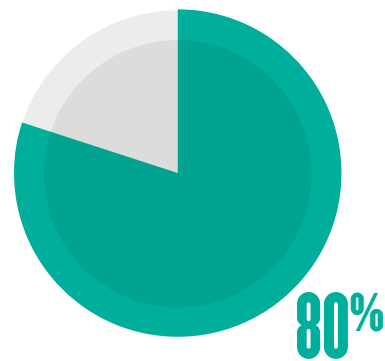
What our workforce want in this strategy?

- **62%** of staff felt that 'understanding and measuring impact' was most important to the Trust strategy
- **62%** felt that 'ensuring quality' needs to be embedded into our strategy
- **78%** of staff felt the Trust was 'inspiring'
- **92%** of those would like to see the Trust raise its profile within the community as part of its strategy



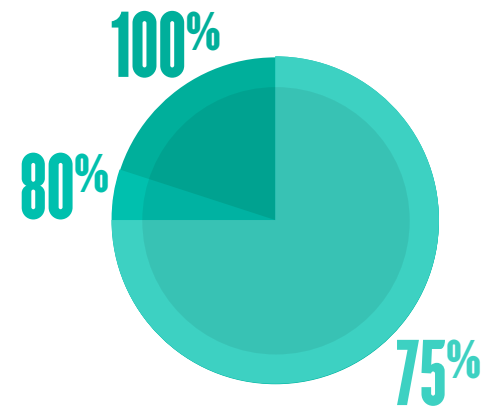
The views of our workforce?

- **72%** of staff indicated they felt the Trust provides our community with opportunities within the local area
- **42%** felt job satisfaction was important
- **62%** of the organisation felt that training opportunities would improve their job role at the trust
- **94%** of staff enjoyed working at the Trust
- **74%** of staff feeling that they contributed to the Trust's future direction



What does our club think?

- **80%** of respondents felt the Trust were 'inspiring' and that Trust makes a difference within its local community
- In relation to the clubs Values and Vision all respondents felt that the Trust was integral to helping the club achieve their goals
- **Two** key areas of the Trust and Club highlighted were to improve communication lines and better joint ventures
- The most prominent values were respect, transparency and honesty



What do our partners think?

- **100%** of our partners would recommend the Trust to partners, colleagues, friends & other organisations
- Our partners felt the Trust offered high quality, reliability and inclusive provisions
- **Over 80%** of partners felt the Trust adds value to their work
- **75%** of our partners felt we should focus on engaging with the physically inactive, and underrepresented groups
- Key areas of focus from partners were education, health and well being, women and girls and targeted interventions
- Improve our evidence and measuring of impact

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# UNDERSTANDING OUR COMMUNITY







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# UNDERSTANDING OUR COMMUNITY

7.5

Life expectancy in the city is lower than the national average. 7.5 years lower for men and 5.9 years lower for women in the most deprived areas of Plymouth than in the least deprived areas.

1%

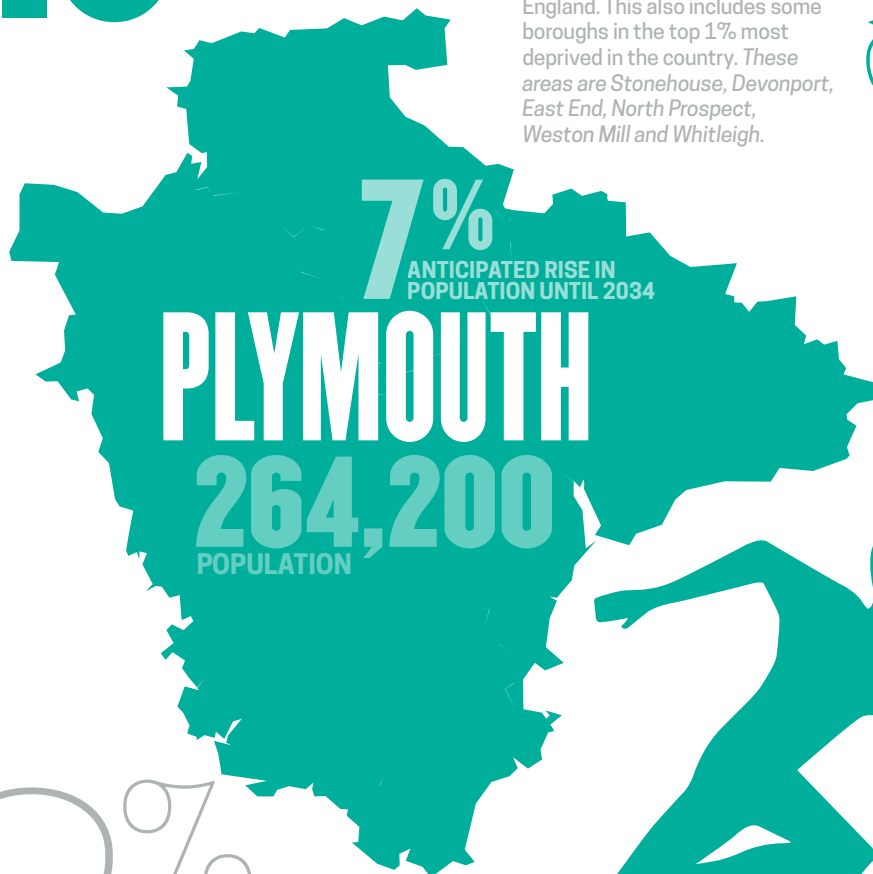
Plymouth is one of the most deprived areas in England ranked 72nd out of 326 most deprived in England. This also includes some boroughs in the top 1% most deprived in the country. These areas are Stonehouse, Devonport, East End, North Prospect, Weston Mill and Whiteleigh.

10

Plymouth is in the bottom 10 worst performing local authorities for educational outcomes with 38% of schools who have results below floor standard, meaning that there is an attainment gap that needs to be addressed for post 16 students.

## IDENTIFIED PUBLIC HEALTH ISSUES

- Reducing harm from Smoking
- Reducing harm from Drinking Alcohol
- Inactivity
- Poor Diet



17.8

In 2014 Plymouth had rates of children with autism known to schools of 17.8 per 1,000 pupils compared to 10.8 per 1,000 in England;



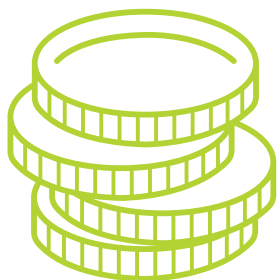
30.2%

30.2% of adults do not achieve 30 minutes of physical activity a week.

6.8%

In 2018 6.8% of 16-18 year olds not in Education, Employment or Training (NEET) which is an increase from 5.7% in 2016





44.6%

The Falmouth ward of Penwerris is recorded as being an estate in Cornwall where 44.6% of children were estimated to come from low income families and are growing up in poverty.

5% of neighbourhoods in Cornwall are among the most deprived in England.

5%



Cornwall and the Isles of Scilly have a growing and ageing population with 1 in 4 aged over 65 by 2019. (Director of Public Health's Annual Report, 2017)

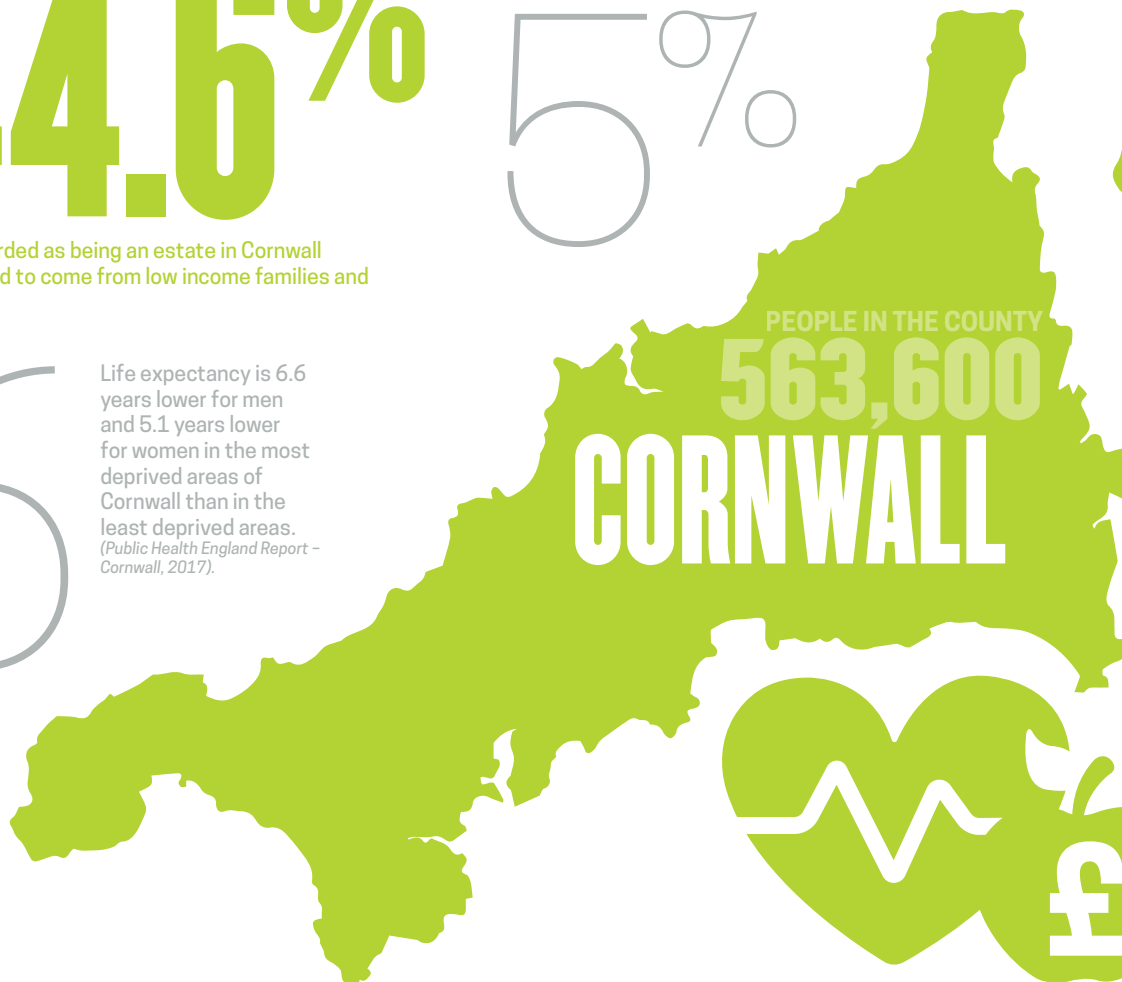
6.6

Life expectancy is 6.6 years lower for men and 5.1 years lower for women in the most deprived areas of Cornwall than in the least deprived areas. (Public Health England Report – Cornwall, 2017).

800

Physical inactivity contributes to 800 deaths a year locally in Cornwall/IoS.

(Public Health England; Everyone Active Every Day, 2015).



The Cornwall Public Health Annual Report (2015) suggests that physical inactivity costs the economy in Cornwall over £100 million per year

£100m

6.9%

In 2017 6.9% of 16-17 year olds were classified as NEET an increase of 0.6% since 2015

## IDENTIFIED PUBLIC HEALTH ISSUES

- Reducing harm from tobacco
- Healthy eating
- Taking responsibility for alcohol
- Being more active,
- Connecting with others

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**OUR MISSION:** to inspire and make a positive difference to Devon and Cornwall communities through the power of sport and the brand of Plymouth Argyle FC



Empower  
people

Promote  
physical  
participation



Inspire  
supporters



Improve our  
systems &  
structure



Understand  
and measure  
impact

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# STRATEGIC AIMS

To fulfil our role as the official charity of Plymouth Argyle FC and our mission of 'inspiring and making a positive difference to communities in Devon and Cornwall', the following core strategic aims will define our work programme over the next 3 years.

We are committed to delivering high-quality, accessible opportunities throughout Devon and Cornwall, which improve the health and well-being, education and aspirations of our communities.

We work strategically on a local and national level to develop strong partnerships which enable us to deliver highly beneficial community projects.

## EMPOWER PEOPLE

*To support the communities of Devon and Cornwall in overcoming inequalities, raising aspirations and providing accredited attainment*

### ACTION

Using football as the theme and vehicle for **engagement**, offer targeted interventions to children and young people at risk of becoming disengaged or not in education, employment or training (NEET).

**Expand** the offer for young people within areas of deprivation to receive skills training.

Using our facilities and club to **increase** educational opportunities for young people.

Develop and provide health interventions which create long lasting sustained **life changes** for individuals.

### OUTPUT

**Increase our delivery provision throughout Devon and Cornwall by 20% and increase qualification achievement by 30% by 2022.**

**To offer more opportunities to receive skills training through our programmes. Increasing attainment of qualifications by 25% from current offer.**

**Increasing our education offer by 20% by 2021 across our facilities.**

**Increase profile exposure of our offer within the local community and provide an increase of participants by 15% and a completion rate for participants on course to 70%.**

## INSPIRE SUPPORTERS

*To ensure that the passion that surrounds the club is shared with the charity. Working to look after our current supporters through our community outreach programmes but also to increase engagement and develop new supporters of the Community Trust and club.*

### ACTION

**Positive engagement** promotion of our programmes to the current fan-base and new fans, enabling positive engagement through our provisions.

**High Quality** deliver high quality provisions within our community, activating engagement and pride within our football club.

**Club Involvement** Involve our players and ambassadors to inspire engagement within our local community.

**Promote** the success of individuals and groups involved within our provisions, motivating others to become involved with the Trust and Plymouth Argyle FC.

### OUTPUT

**Through targeted programmes increase junior, 25 - 35 year old and females sign up to joint ventures building participant engagement, members, potential fundraisers and fans.**

**Continually review and quality assure our programmes. Undertake a minimum of one annual survey per year and a cross section of participant reviews throughout our programmes.**

**Develop a network of ambassadors through the football club and engage positively with our first team, women's and other brands to ensure our programmes have high profile role models.**

**Produce inspirational case studies and media output to promote and engage with our current supporters and inspire individuals to become actively involved.**

# IMPROVE OUR SYSTEMS AND STRUCTURES

*Argyle Community Trust will focus on providing our staff and the communities we serve with comprehensive and ongoing innovative leadership and support.*

## ACTION

**Quality Assure** Implement a quality assurance framework for our staff and programmes.

**Compliance** ensure that we have the most up to date and efficient processes for all of our contracted delivery.

**Staff CPD** Formalize our staff CPD framework to improve staff capability and outputs. Supporting and developing our staff members.

**Reporting** - Develop a clear reporting system (including financial) to help improve our services.

**Recruit** Trustees who will enhance the experience and expertise on our board.

## OUTPUT

By September 2019 Argyle Community Trust will have implemented a new Quality Assurance framework for all of our provisions. The framework will take into consideration partner requirements and will have a Quality Assurance schedule comprising; assessments, observations, monitoring visits and data collection metrics. We will define minimum operating standards for the Trust to ensure we meet our objectives.

We will seek to achieve a standards framework by 2020.

Develop a skills matrix and training framework to be implemented by December 2019.

Improve our financial reporting and mitigate risk through our dedicated finance subcommittee.

Continue to increase the breadth of skills and diversity of experiences within the Trust whilst providing networking opportunities.

# PROMOTE PHYSICAL PARTICIPATION

*Encouraging healthier lifestyles and increase avenues for people of all ages and abilities giving them the opportunity to be involved within participation. Generate interest, break down barriers, increase confidence and stimulate involvement.*

## ACTION

**Expand** our Women and Girls' provisions reducing barriers to participation.

**Increase disability provision** reducing travel times and offering a fair level playing field across Devon and Cornwall.

**Increase physical activity** for all, breaking down barriers for the most inactive to become active within Devon and Cornwall.

## OUTPUT

To increase our female provisions by 30% over the two counties. Providing a consistent pathway for community through to participation.

Increase our disability offering and membership by 20%

Increase our primary schools provisions by 10% across Devon and Cornwall.

Create a bespoke Secondary school offering by 2020.

Record each participant's weekly engagement with an aim of increasing individual activity levels by 1 hour per week.

# UNDERSTANDING AND MEASURING IMPACT

*We identified that a key area for development is to understand and measure the impact of all of our programmes. We currently measure in line with funding partner requirements and overall figures.*

## ACTION

**Develop** infrastructure to monitor and measure impact.

**Create** bespoke reports for remits, an annual and an overall strategy impact report.

Develop **case studies** for individuals and groups involved in all of our programmes.

## OUTPUT

Carry out a review and plan how data will be collected about our programmes and individuals. Look at how to evidence our programmes. Ensure we continue to adhere to Data Protection requirements.

We will publish an annual report for our overall strategy, reflecting on measurements of impact. Remits will develop bespoke reports (twice a year) evaluating impact, liaising with stakeholders, participants and staff.

We will develop case studies for individuals and groups focusing on long term impact and measuring against programme outcomes. The case studies will provide information about the extent to which the programme is making a difference within our community.

These will be published every quarter as a minimum.

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# OUR STRANDS OF WORK

Whilst football and Plymouth Argyle FC underpins all of our work, it doesn't define us, and we deliver a diverse range of initiatives across our key areas of work:

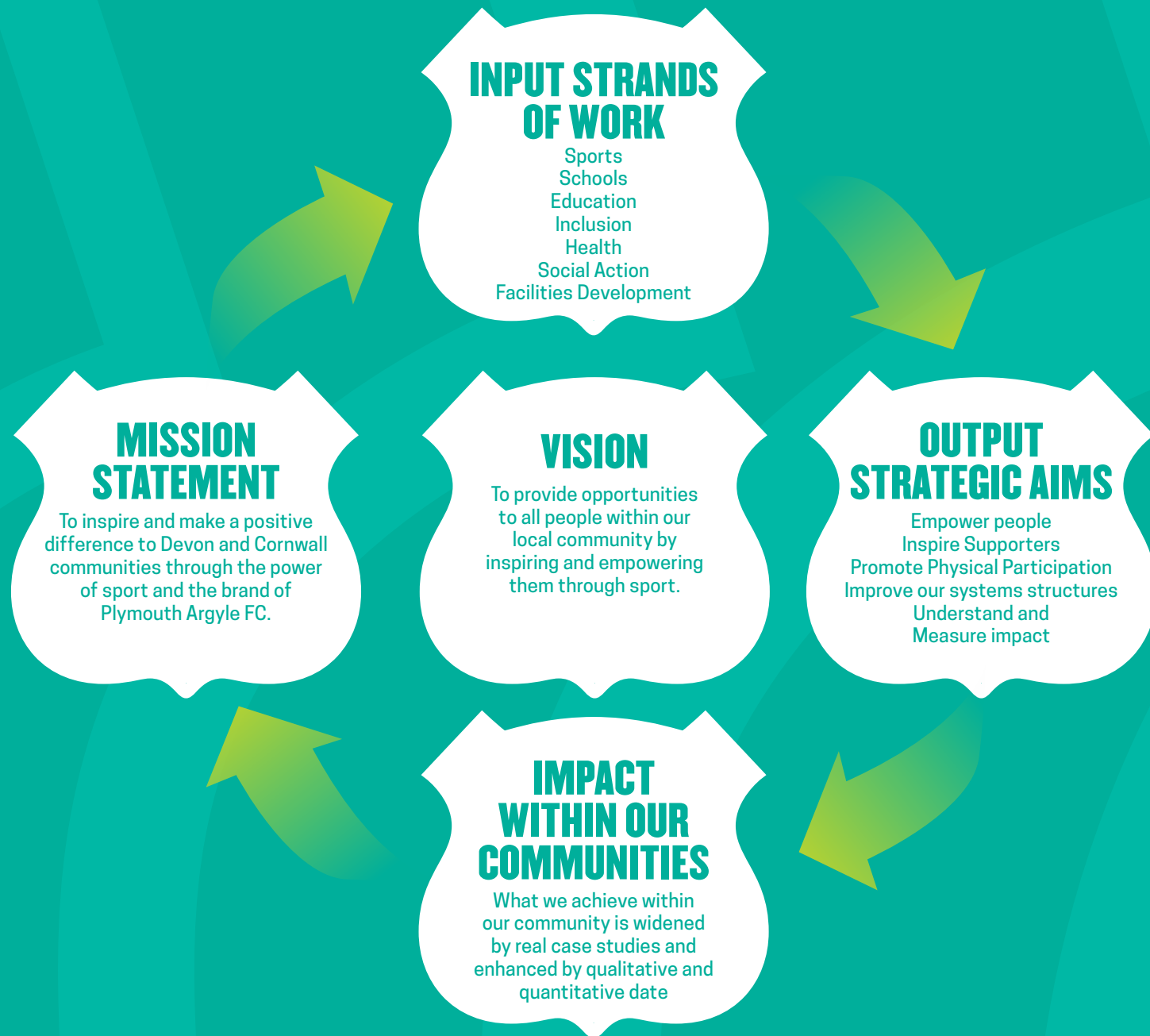


# VALUES

As an organisation we believe that everyone matters, irrespective of race, religion, belief or background. We always strive to do the right thing, operating in an ethical and transparent manner through our core organisational values:



# PROCESS



## Our Values:

- Professionalism
- Respect
- Excellence
- Honesty
- Pride

Throughout our process the values agreed upon by consultation will be reflected upon throughout each process.

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# ENABLERS

Plymouth Argyle FC is a values driven organisation whose desire is to engage with communities within the South West.

## National Partners and Funders:

The range of our work requires the support of multiple partners and funding streams to pursue our aims through our programmes. We rely on funding from partners that share our vision of making a change.

Local commissioning groups and local contracts will form a key area for our management team to ensure that we are seen as the driving organisation that completes contracts to the highest standards, ensuring we deliver and maximise the highest possible outcomes.

From a national perspective, we will continue to gain funding through the English Football League Trust and the Premier League as one of their football charities. We will ensure we adhere to their capability standards but also contribute in national reviews to help shape national programmes.

Monitoring national funding organisations, aligning ourselves appropriately to improve our opportunity to gain funding and addressing the aims and objectives of external organisations will be the responsibility of the senior management team; this will be reviewed frequently in order to align our provision and maximise access to funding.

Ensuring we offer value for money, quality and outcomes will be a key element to ensure that funders continue to invest in Argyle Community Trust.

## Local Partners:

### Maintaining current partnerships

The delivery of the strategy is reliant upon programme partners' co-operation and skills to ensure we service communities within Devon and Cornwall. We will continue to develop partner relationships, ensuring regular communication and support whilst proactively engaging in quality assurance processes to ensure that our partners are retained. Managers will maintain dialogue with local partners and will attend key stakeholder groups and networks to keep abreast of local needs.

### Developing new partnerships

By looking after the partners that we aim to retain; it is also important that we continue to evolve and use our local partners to showcase our work and outputs. By understanding the landscape and programmes offered within the communities of Devon and Cornwall we will consult with and engage with new partners to add value and make a change within our community. Attending new stakeholder groups and networks will raise the Trust's profile.

### Fundraising/sponsors

We will actively seek partners to support Argyle Community Trust through sponsorship of programmes, bespoke initiatives and themes. Our aim is to support and deliver partner organisations Community Social Responsibility plans which are consistent with our mission.

Working with like-minded organisations who have the community at heart of what they do is important to us when creating sustainable relationships that have mutual benefits for both organisations.





# FACILITIES

## **Manadon Community Sports Hub**

Opened in May 2019, the award-winning Manadon Sports and Community Hub consists of a 3G full size pitch, grass pitches, cricket wicket and nets as well as a multi-use function room. These are utilised to provide varied physical activity. The pavilion provides the local community with the space to meet up with friends to socialise as well as take part in organised activities that contribute to our strategic aims. The facility plays a pivotal role in bringing our strategy to life.

## **Home Park**

With extensive facilities at the main football stadium, we will utilise the prestige of the club to engage with partners and participants based at the club. Through the resources available there we will ensure our strategy is enabled through first class facilities.

## Partner facilities

### **Carn Brea Leisure Centre**

We will work with Carn Brea Leisure Centre Trust to continue our presence within the local community in Cornwall, using the Centre as a hub where we will deliver outputs that benefit the local community through ourselves and the local leisure centre trust. This partnership will help contribute to our strategic aims.



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