



COMMUNITY SPORT & EDUCATION TRUST

Purpose of the Department

"Use the power of Scunthorpe United Football Club to improve the lives of the people of North Lincolnshire through participation in sport".

Scunthorpe United Football Club has the ability to engage people, raise hopes, aspirations and improve the lives of the people of North Lincolnshire. As a Club we are committed to ensuring that we respond to local needs whilst working strategically in line with regional and national agendas. We all recognise that sport can play a prominent role in addressing major issues such as rising obesity levels, community cohesion, health inequalities, un-employment and educational attainment.

Through the diverse range of programmes delivered by Scunthorpe United Community Trust (SUCET), we aim to get people healthier and more active, raise attainment in schools, develop talent pathways and improve our local community.

Our partnership work strengthens the entire scheme delivery programme and enables us to work strategically within North Lincolnshire. We are very aware of the diversity that exists in our local community and we are committed to embracing it and providing equitable access.

Our Overview details the future direction of the scheme and sets out strategic targets to be achieved over a 3 year period from 2019 to 2022. It will also ensure that the delivery programme is underpinned by aims and objectives and clearly demonstrates a commitment from Scunthorpe United Football Club to enhance the lives of the community it serves.

Staffing Level (Full time)

Scunthorpe United Community Trust currently has 9 full-time staff and utilises a part-time pool of over 15 coaches.

Key Staff

Scott Maxfield – Head of Community

Lee Ridley – NCS Manager

Dave Mann – Inclusion Manager

Matt Robinson – Primary Stars Manager

Gavin Cooper – Education Manager

Wayne Johnson - Tutor

Megan Bell - NCS Coordinator

Dan McGoghen - NCS Coordinator

Adam Blakey – Sports participation Manager



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Key Objectives

“In placing Scunthorpe United Football Club at the heart of the community we will” :-

1. Increase participation in Sport 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; and
6. Govern the operations of SUCSET efficiently and effectively

SUCET Values

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

Strategic Update

It has been another successful year for the trust. The scheme has had a very strong financial year with current reserves at 6 months. Over the last year the Trust has had changes in roles for members of staff. These have been embraced by all and looking forward, we will be employing two new members of staff to ensure we are able to facilitate future programmes and manage the growth accordingly. We have also moved offices to a more appropriate working environment.

The Board of Trustees remain a hugely influential part of the Trusts ongoing development and success and they continue to offer invaluable guidance and support.

Key Challenges

Our biggest challenges remain around finance and space within the football club. We are constantly reviewing our funding profile and looking at ways of securing new funding whilst delivering successfully against currently funded programmes. This can prove difficult with local authority/public health budgets being reduced. The space within the ground is a constant area of concern. The football club are no longer in negotiation with the Local Authority regarding the build of the new ground and as such leaves the trust in a state of uncertainty. Whilst our office and classroom space have improved dramatically over the last 3 years, we still have no outside space to deliver the practical aspect of our programmes and as such, expenditure on hiring facilities is high. Over the next 3 years we will be looking to develop stronger links with North Lindsey college to hopefully lay a 4G surface.

Partnership

Our core partnerships remain very strong as we continue to deliver successful programmes for our main funders who include; The Football League, The Premier League, North Lincolnshire Council, Humberside police, North Lincolnshire School Sport partnership and Positive Lifestyles.

We are delighted to carry forward these relationships into the 2019/20 season and beyond. We look forward to further success as we continue to make a positive impact on our local community.



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Impact of our programmes

The strength of the scheme lies in its reputation for excellence and quality that has been developed since its inception. Constant monitoring and evaluation of the delivery programmes is undertaken to ensure that all activities remain of the highest standard. The scheme continues to evolve and ensures that its delivery programme is innovative and cutting edge.

Participation

- During 2018/19 over 20 afterschool clubs have been delivered and over 500 children have participated in our holiday coaching programme.
- We have engaged 5507 participants through our schools programme, 1107 of which have been funded by the Premier League Primary Stars Programme.
- Over 180 girls have attended sessions delivered via our FFD programme.

Health

- Our Over 50s and Walking Football sessions are delivered 3 evenings a week and are regularly attended by over 30 participants.

Inclusion

- Our On Target programme engages with 120 participants every Friday evening for 48 weeks of the year, with individuals coming from some of the most challenging neighbourhoods in North Lincolnshire.

Education

- Through our foundation degree programme we have created opportunities for 12 talented young people to develop their skills for a career in coaching, sports development and sports administration. Looking at moving forward we will also be running a third year 'top up' course. We see the degree as the natural progression for our Futsal participants.
- Our Futsal Scholarship Programme continues to grow and has achieved success both on the court and in the classroom. Students are also given the opportunity to gain coaching experience within many of our different projects. Once again 75% of our students are going into Higher Education with the remaining students carrying on in full time employment.
- Moving forward the Futsal scholarship will be changing to football, taking on 20 new scholars for 2020/21, with 15 first year scholars moving into their second year.
- By September 2021 we aim to increase our growth by a further 10 to aim for a cohort of 30. With a continually improving relationship with funding partner North Lindsey College, we expect the programme to be stronger, producing better results within the classroom and also finding more opportunities for the students to gain invaluable experience within the sport & education sector.



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NCS

- Our summer 2019 NCS programme was a huge success with total participation at 435 young people. Our target for the programme was 415 participants. This equated to 33% penetration of 16-18 year olds in North Lincolnshire.
- Our autumn 2019 targets was initially 90 participants. At present we have taken away 66
- For 2020, our summer target is 365 young people. This is lower than expected, due to a changing of our prime contractor. We still expect to take 400 young people away as there is 10% over delivery target.
- We are currently in conversation with North Lindsey College to promote our Autumn NCS programme for which our target is 80 participants. We are trialling a programme during term-time as a part of the sport curriculum with the college.

2019/22 Target with Tactics

OBJECTIVE #1 Increase participation in Sport and develop talent pathways

- Increase grassroots participation in sports related activities throughout the county by 1% every year until 2022, delivering sessions to 7000 unique participants within our programmes.
- Identify talented players for Scunthorpe United Football Club (SUFC) Centre of Excellence, development centres and grass roots Charter Standard clubs.
- Our schools programme will continue to run an extensive programme of opportunities that are well supported by schools and enthuse even more young people. A major focus for 2019/20 will be to continue growing the PLCF Primary Stars Programme.

OBJECTIVE #2 Promote wellbeing and healthy lifestyles within local communities

- At present we currently deliver 3 sessions of Walking Football per week engaging with 30 participants. These sessions are not currently funded and are paid for by the participants, with a donation from SUCSET. During the period 2019/21, one of our main targets will be to access funding in order to allow this programme to grow. We are currently in discussion with MIND as the EFL chosen charity to support and the Local Health Authority with a view to seeing if we can develop stronger links and share Best Practice.

OBJECTIVE #3 Deliver an inclusive programme of activities that involves and engages hard to reach groups, improving community cohesion.

- Through our PL Kicks and On Target programme we will deliver activities throughout North Lincolnshire. Sustaining the numbers of young people playing per week in sessions delivered in locations accessible for young people in their own communities.
- Increase number of volunteers and qualifications for on target participants.
- Through our NCS programme we will deliver to over 450 young people on our summer and autumn programmes.



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OBJECTIVE #4 Develop and empower leaders, coaches and volunteers

- Through our PLCF funding we will focus on up-skilling Teachers and demonstrating the impact this has on the delivery of PE and School Sport.
- We will support a network of Teachers and support staff with confidence, skills and knowledge to deliver an outstanding PE and School Sport experience for young people in North Lincolnshire.
- Create full-time (2 year) employment opportunities (modern apprenticeship) for 2 young people
- Through The National Citizen Service (a voluntary four-week summer programme aimed at 16/17 year olds) we will help 350 youngsters each year gain needed social skills to become more engaged and involved in their communities and ultimately become better and more responsible citizens.
- We will up-skill 10 coaches and young leaders who will deliver and support the school sport sessions. These leaders and coaches will be an integral part of the Trust. Exemplary potential and existing leaders and coaches will be encouraged to undertake the first or next level of leadership or coaching qualifications.

OBJECTIVE #5 Engage and inspire young people, raising and celebrating educational achievement

- Develop a programme of activities that engage young people raising and celebrating achievement.
- Engage, motivate and inspire 1200 children each week to learn through curriculum based activities
- We will recruit 20 new students into our Football Scholarship Programme as well as retaining 15 year 1 students who will complete their extended diploma with our partners at North Lindsey College.
- In partnership with the University of Cardiff we will deliver a foundation degree to 8 new students whilst maintaining 10 first year students. We will also offer a 3rd year top up degree for those wishing to further their education. .

OBJECTIVE #6 Govern the operations of SUCSET efficiently and effectively

- Complete all relevant administration to the Charities Commission and Companies House.
- Utilise Trustees to support Finance, Business Planning and Marketing functions of the scheme.
- Complete external financial audit with Forrester Boyd (Chartered Accountants)
- Working with our Community Accountant, ensure Trust's finances are managed effectively and efficiently.
- Complete the Capability Code Of Practise.

OBJECTIVE #7 Equality, Diversity and Inclusion objectives

- To be an open and inclusive employer, promoting a culture of dignity and respect for all.
- Develop stronger links with Fans For Diversity.
- Ensure all staff and volunteers undertake Equality, Diversity & Inclusion training annually.
- Undertake a staff survey to give employees a voice on key workforce issues.
- To continue to be represented on the Football Clubs Inclusion Advisory Group.



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Risk factors & rewards

Risk analysis and management – July 2019	
Risk	Action
High Impact/High Probability	
1. Office move required due to unforeseen circumstances and relocation of staff.	<ul style="list-style-type: none"> Regular communication with Chief Operating Officer at SUFC
3. Reduction in income generation from delivery programme (weekend club, holiday programme and after school provision)	<ul style="list-style-type: none"> Developing and expanding provision Marketing strategy Utilisation of club resources (players and tickets)
High Impact/Lower Probability	
4. Inability to meet Premier League Funded Programme targets resulting in loss of funding.	<ul style="list-style-type: none"> Work with key partners to ensure delivery targets are met Be smarter who we partner with Manage relationships better and performance manage deliverers.
5. Loss of Football League Trust Accreditation funding.	<ul style="list-style-type: none"> Reforecast budget to address shortfall of income
7 Failure to comply with funding partners reporting requirements.	<ul style="list-style-type: none"> Submissions to be made in line with funding Substance software utilised to demonstrate project impact Clear communication with project staff regarding funding schedules and reporting timetable
8. Failure to balance budgets through income generation and expenditure projections.	<ul style="list-style-type: none"> Finance reports presented to Trustees at quarterly meetings
9 Staff turnover and difficulties in replacing staff leading to loss of continuity in delivery.	<ul style="list-style-type: none"> Continuously raise profile and reputation of SUCSET Ensure recruitment processes are robust and carried out in timely manner Ensure line management and review process are supportive Undertake benchmarking exercise for staff salaries