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##

## **THE SHOTS COMMUNITY FOUNDATION**

## **Strategic Development Plan: 2019-22**

The EBB Stadium, High St, Aldershot, GU11 1TW

**March 2019**

**Introduction**

This is the first Strategic Development Plan produced by the Trustees of the Aldershot Town FC Foundation – the Shots Community Foundation.

It is intended to guide the work of the Foundation over the course of the next three years, as it grows and develops and has the positive and intended impact on the lives of those who live in the local community.

The Foundation, which represent Aldershot Town Football Club, is in a position to reach out to, and engage with people, in a way that some other organisations might not be able to do. This puts the Foundation in a unique position to address both local priorities and national issues, using the power of Aldershot Town Football Club to make a positive impact in our community. We see it as our responsibility to utilise our position for the benefit of the local community across North East Hampshire and Surrey and have a positive impact in the Aldershot and Rushmoor areas.

**The Vision for the Shots Community Foundation - ‘Making a difference in our local community’**

With that in mind, the vision for the Shots Foundation is ***‘Making a difference in our local community’.***

This vision is supported by the Shots Foundation mission statement, which is *‘****To promote Community participation by using Aldershot Town Football Club to make a difference to the lives of people across North East Hampshire and Surrey’.***

We are actively looking to contribute to local, regional and national priorities, using Aldershot Football Club to positively impact on a range of agendas such as education, the development of Aldershot, physical activity, health, wellbeing, community welfare, community cohesion, employment and skills.

To focus and influence the work of the Shots Foundation in achieving our mission and supporting tackling local priorities, our work is categorised under four core themes, each with their own headline goal:

* **Sport** – Engage people of all ages and abilities in sport and physical activity.
* **Education and Inclusion**– Engaging and including the diverse community of Rushmoor, of all ages and stages of life, to raise aspirations, attainment and achievement **and understand that learning is a lifelong process.**
* **Health and well being**– Promoting health and wellbeing and healthy lifestyles.
* **Community** – Provide opportunities for people and communities in Rushmoor to contribute to their local community.

**Values of the Foundation**

Our aims and objectives are underpinned by a number of values.

These values inform how we operate, how we communicate and how we conduct ourselves on a daily basis:

* *We can make a difference*
* *Enjoy what we do*
* *Be professional*
* *Be supportive*
* *Deliver our services to the highest standards*
* *Provide an excellent experience*
* *Exceed expectations*
* *Work in partnership*
* *Be open and transparent*
* *Be honest, trustworthy and act with integrity*
* *Learn from, and share best practice*

**Leadership and Governance**

Day to day the organisation is managed by the Foundation Manager, supported by a team of Trustees – one for each of the strategic themes (sport, education and inclusion, health and community), working alongside the Academy Manager and a student placement.

The Foundation Manager of the charity is accountable to the Board of Trustees, that meets on a monthly basis. Trustees come from a variety of backgrounds, providing a varied skillset to assist the Foundations management.

As well as accountability to the Board of Trustees, every year we go through an assessment of the success of the Foundation.

This process identifies where our organisation is meeting minimum standards and where we are working towards achieving excellence. The minimum standards have been drawn from existing government guidance, the Charity Commission, industry best practice and National League requirements. In some cases, existing guidance has been tailored to the specific context of football club community organisations. Our standard is aimed at ensuring that when Aldershot Town FC gets promoted back into the Football League, we are already meeting EFL standards for Community Trusts.

**Financial Background for the Foundation**

The Shots Foundation seeks to ensure that it is able to offer the work that it does in the Rushmoor area within the financial limits of the organisation. As the Foundation grows over the course of the next three years it will clearly be able to offer more and will endeavour to generate revenue by offering courses and events to the local community and also pursue grant funding where it is available.

In order to meet our obligations under the Charities Act 2011, we have to submit full accounts to the Charity Commission within 10 months of the end of our financial year. This deadline has been met for each of our annual returns to the commission.

As of 30th June 2015, only charities with an income of £1m or over legally have to complete a full, independent audit. Whilst we are a long way off generating this sort of revenue, we would continue to undergo a full annual audit in the interest of best practice and probity.

**Strategic Priorities and Objectives of the Aldershot Town FC – the Shots Community Foundation.**

There are **seven key objectives and strategies** which each of our **four core principles** will follow providing the focus for their particular area of the Foundation’s work.

 The seven main objectives we will follow are:

* To increase the use of the Community Stand at the EBB Stadium.
* To increase the number of football and other health and well-being related courses, events and activities in NE Hants and Surrey area.
* To build on the positive profile of the Aldershot Town Football Club by reaching out to the diverse local community of the NE Hants and Surrey area.
* To pursue funding opportunities for the Foundation at every opportunity.
* To build the social media profile of the Foundation, using Website, Facebook, Instagram and Twitter.
* To actively engage with local organisations eg schools, junior football clubs, community groups and hard to reach groups.
* To ensure that the Shots Foundation has strong Governance with an effective Board of Trustees.

**Core Principles within the above Framework.**

**Sport** – Engage people of all ages and abilities in sport and physical activity.

**Education and Inclusion**– Engaging and including the diverse community of Rushmoor and the surrounding area, of all ages and stages of life, to raise aspirations, attainment and achievement **and understand that learning is a lifelong process.**

**Health and well-being –** Promoting health and wellbeing and healthy lifestyles.

**Community** – Provide opportunities for people and communities in Rushmoor to contribute to their local community.

# **Working with Aldershot Town Football Club**

The Foundation is the socially responsible arm of the Aldershot Town Football Club which aims to support the work of Aldershot Town Football Club, connecting with thousands of supporters of all ages on a daily basis across North East Hampshire and Surrey, through working with schools, local organisations, local residents, sports and community centres, and supporting local community events.

We work closely with a number of different departments of the football club (outlined below), and the Chairman of the club sits on our Board of Trustees.

Our everyday work in local schools, holiday courses and our Player Development Centres via the Aldershot Academy provide an opportunity for the Foundation to work in the local area.

Our aim is to ensure that the Shots Foundation connects with as many people in North East Hampshire and Surrey as possible. Our aims are ambitious but also realistic and we expect to achieve them. We want to grow and serve the local community to a greater degree than we do at present and this will happen as we generate more revenue, gain sponsorship and grow the provision we offer.

We work alongside the Academy. The player development centres themselves have over 150 young players taking part each week, whilst we run 8 teams in various regional leagues such as the West Surrey Youth League and is based at the Alderwood School in Aldershot. The Aldershot Town FC Academy has a two-tiered Player Progression Pathway which allows players to develop at their own speed and progress to the next level if and when they are ready. The expectation is that the soccer camps offered by the Foundation can become a pathway to the Academy**.**

## **Matchday Experience**

The Shots Foundation’s aim of free tickets for home games is open to all local organisations such as local football clubs, local schools, groups and other community groups.

As well as tickets, there are a number of elements of the scheme which make it a unique match day experience for those taking part including:

* Mini-tour of the EBB Stadium.
* Meeting first team players.
* Access to the Community Room and Community Stand.
* Pitch-side photo opportunity with Phoenix the mascot and walk around the pitch.
* Guard of Honour on the pitch as the players walk out just prior kick off.
* Club/ group information in the match day programme and on the stadium scoreboard.

**We will aim to….**

* Maintain and enhance the strong relationship between ATFC and the Shots Foundation.
* Continue to work closely and effectively with the ATFC Academy to provide a strong player pathway link.
* Work with the Commercial Director, Shots legend Mark Butler, to maximise sponsorship/ Corporate Social Responsibility opportunities for the Shots Foundation.
* Ensure successful fundraising events help the work of the Shots Foundation.
* Continue to deliver and expand the range of match day activities in consultation with ATFC.

**Sport Priorities**

**Our priorities for sport over the next 36 months are:**

* Meet our schools and clubs offer and enhance our activities in response to local demand in order to maximise the opportunities that present themselves for working with local schools and clubs.
* Increase awareness of our Foundation amongst our local stakeholders.
* Ensuring stakeholders are aware of our sports participation pathways.
* Ensure all aspects of our sport offer are self-sufficient and self-financing.

**Education and Inclusion Priorities**

* Ensure that all sections of the local community, including hard to reach groups, are aware of our activities.
* Establish a successful partnership with local schools to deliver a BTEC programme for the North East Hampshire and Surrey area.
* Position ourselves strategically with key stakeholders (colleges and local authorities) to benefit from future funding opportunities.
* Increase awareness amongst primary and secondary schools of our educational and curriculum input offer.
* Review our Inclusion priorities to ensure sufficient resources are in place to meet the needs of our projected increase in activities in line with Rushmoors’ Deprivation Strategy objectives.
* Work closely with the Aldershot Academy and local schools to ensure opportunities for young people through our ‘pathways’ are utilised and maximised.
* Strengthen our brand, stakeholder and referral networks for disability sport and hard to reach groups.
* Ensure that we employ undergraduate students from local Universities eg Royal Holloway, University Centre Farnborough to broaden our educational offer.
* Work with the ATFC commercial department to secure sponsorship for our young people and disability offer.

**Health and Well-Being Priorities**

* Support Public Health Hampshire objectives for public health, attending key meetings as and when required, sharing reports and outcomes from projects as well as hosting, at Aldershot Town, health events as requested.
* Ensure we stay up-to-date with changes in health priorities for the North East Hampshire and Surrey area and ensure work is aligned with these priorities – monitoring and updating information on a regular basis.
* Work more closely with ATFC and maximise opportunities to engage men in health-related initiatives including in our hard to reach groups eg the Nepalese community.

**Community Priorities**

* Ensure that we deliver on our mission statement by “Making a difference in our local community”.
* Ensure that we create volunteering opportunities – allowing local people to help and support the work of the Shots Foundation and Aldershot Town Football Club.
* Support the work of local organisations who work with the most disadvantaged sections of our local community by listening to, and responding to, identified needs.

**STRATEGIC ACTION PLAN: ALDERSHOT TOWN FC – THE SHOTS FOUNDATION.**

**Strategic Priorities of the Foundation**

**Objective 1 - To increase the use of the Community Stand at the EBB Stadium.**

**Core principles – Education and Inclusion and Community**

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| **Objective**  | **Action Points** **What action needs to be taken?**  | **Responsibility** **Who?**  | **Timescale and Cost** | **Success Criteria** | **Progress to date**  |
| **Use of the Community Stand** |  |
| **Develop a database of contacts of link organisations in the NE Hants and Surrey area.** | **Database created based on historical and current information.** | **JM** | **Finish by April 2019** | **Database created** | **Ongoing** |
| **Consult with key stakeholders for future inclusion in the database.** | **All Trustees** | **Ongoing**  | **Inclusion on database** |  |
| **Representatives of the Foundation to visit/discuss with as many link organisations as possible in the NE Hants and Surrey area.** | **Visits coordinated through JM.****Understanding that attendance for night games has to be targeted at local 6th Form colleges and Universities.**  | **JM** | **Start Feb 2019.****Staff time for visits.** | **JM or representatives to visit/discuss with 30 groups by June 30th 2019.** | **Ongoing** |
| **Link organisations visit the EBB with free ticket offer for games.** | **Ensure that between 100-200 tickets available per home game.****Meet and greet by representatives of the Foundation.** | **JM** | **All home games.****Cost covered by the Foundation.** | **100-200 seats occupied per home game****50 per night game.****Meet and greet happens.** |  |
| **Community Room to be used for refreshments.** | **JM with volunteers and ATFC staff** | **All home games.** | **Room in use.** |  |
| **JM to attend weekly operations meetings to keep club informed of progress.** | **JM or JC** | **Ongoing.**  | **Staff time.**  |  |

**Objective 2 - To increase the number of football and other health and well-being related courses, events and activities in NE Hants and Surrey area**

**Core principles – Sport, Education and Inclusion, Health and Community**

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| **Objective**  | **Action Points** **What action needs to be taken?**  | **Responsibility** **Who?**  | **Timescale and Cost** | **Success Criteria** | **Progress to date**  |
| **Courses** |  |
| **Offer football related courses and activities.** | **Soccer camps - Easter 2019, May 2019, Summer 2019, October 2019, February 2020.** | **JM** | **As listed.****Self-financing.** | **Course runs.**  | **Ongoing.** |
| **Wildcats for Girls.**  | **JM** | **April 2019****Self-financing.** | **Course runs.** | **Ongoing.** |
| **Nepalese Walking Football.** | **JM** | **Self-financing.** | **Course runs.** |  **Ongoing.** |
| **6 a side tournament at the EBB.** | **JM with ATFC staff** | **April 2019.****Self-financing.** | **Tournament runs.** |  **Ongoing.** |
| **Consultation with key local community stakeholders for future courses and events offer.** | **Research and Investigation of possible sports and events that could be of benefit to the local community.** | **JM** | **Start Feb 2019.****Cost of survey materials.** | **Survey informs actions of the Foundation.** |  |
| **Sports considered – judo, table tennis, cricket.** | **JM** |  | **Survey informs actions of the Foundation.** |  |
| **Events considered – NHS Roadshow at the EBB. Safe driving awareness at the EBB.** | **JM** | **Feb 2019 and ongoing.** | **Financed by visitors.**  |  |

**Objective 3 - To build on the positive profile of the Aldershot Town Football Club by reaching out to the diverse local community of the NE Hants and Surrey area.**

**Core principles – Education and Inclusion and Community**

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| **Objective**  | **Action Points** **What action needs to be taken?**  | **Responsibility** **Who?**  | **Timescale and Cost** | **Success Criteria** | **Progress to date**  |
| **Profile in the Community** |  |
| **Develop a database of contacts for link organisations in the NE Hants and Surrey area.** | **Database created based on historical and current information.** | **JM** | **Finish by April 2019** | **Database created.** | **Ongoing.** |
| **Consult with key stakeholders for future inclusion in the database.** | **All Trustees** | **Ongoing.** | **Inclusion on database.** |  |
| **Representatives of the Foundation to visit/discuss as many link organisations as possible the NE Hants and Surrey area.** | **Visits coordinated through JM.****Understanding that attendance for night games has to be targeted at local 6th Form colleges and Universities.**  | **JM** | **Start Feb 2019.****Staff time for visits.** | **JM or representatives to visit/discuss with 30 groups by June 30th 2019.** | **Ongoing.** |
| **To host targeted community groups at an Aldershot home games at the EBB Stadium.** | **Suggested groups to be targeted;*** **An Armed Forces Day possibly near to the Remembrance period.**
* **The Nepalese Community.**
* **Young Carers.**
 | **JM** | **In time for season 2019-20.** | **Events happens.** | **Ongoing.** |
| **To host a Christmas Carol Concert at the EBB or the Aldershot Garrison Church.** | **Committee organised to plan the event.** | **JM** | **December 2019.** | **Event happens.** | **Ongoing.** |
| **To host the Aldershot meetings of the Armed Forces Veterans Hub.** | **JM to meet with SMPL and Vulnerable Veterans.** | **JM** | **April 2019** | **Monthly meetings happen and Veterans attend ATFC home games.** | **Ongoing.** |
| **To develop an annual programme of events with links to calendar events eg World Book Day**  | **Annual programme of themed showcase events for** * **Health day**
* **Education and Inclusion day**
* **Community.**
 | **JM** | **In time for season 2019-20.** | **Event happens.** | **Ongoing** |

**Objective 4 - To pursue funding opportunities for the Foundation at every opportunity**

**Core principles – Education and Inclusion and Community**

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| **Objective**  | **Action Points** **What action needs to be taken?**  | **Responsibility** **Who?**  | **Timescale and Cost** | **Success Criteria** | **Progress to date**  |
| **Funding opportunities** |  |
| **Develop a database of contacts for link organisations in the NE Hants and Surrey area.** | **Database created based on historical and current information.** | **JM** | **Finish by April 2019.** | **Database created.** | **Ongoing.** |
| **Consult with key stakeholders for future inclusion in the database.** | **All Trustees.** | **Ongoing.**  | **Inclusion on database** |  |
| **Representatives of the Foundation to visit/discuss as many link organisations as possible the NE Hants and Surrey area.** | **Visits coordinated through JM.****Understanding that attendance for night games has to be targeted at local 6th Form colleges and Universities.** | **JM** | **Start Feb 2019.****Staff time for visits.** | **JM or representatives to visit/discuss with 30 groups by June 30th 2019.** | **Ongoing.** |
| **Representatives of the Foundation to visit/discuss with as many local charities and voluntary organisations as possible.** | **Visits coordinated through JM.****Targeted groups include*** **Surrey Community Foundation**
* **Rushmoor Youth Forum**
* **Local church groups eg St Josephs**
* **Veterans Hub**
* **Army Chaplaincy.**
 | **JM** | **Start Feb 2019.** | **Visit/discuss with 30 groups by August 31st 2019.** | **Ongoing.** |
| **To set up a just giving page allowing supporters and others to donate to the Shots Foundation.** | **Page set up.** | **PM** | **Start summer 2019.** | **Page in place.** |  |

**Objective 5 - To build the social media profile of the Foundation, using Website, Facebook, Instagram and Twitter.**

**Core principles – Education and Inclusion and Community**

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| **Objective**  | **Action Points** **What action needs to be taken?**  | **Responsibility** **Who?**  | **Timescale and Cost** | **Success Criteria** | **Progress to date**  |
| **Marketing and social media priorities** |  |
| **Reactivate the social media accounts of the Shots Foundation.** | **JM to ensure that twitter, Instagram and Facebook are reactivated.** | **JM** | **Finish by April 2019** | **Successful messages about Shots Foundation activities in the public domain** | **Ongoing** |
| **JM to ensure that the relevant section of the ATFC website is updated.** | **JM with ATFC staff.** | **Ongoing.** | **Material online** |  **Ongoing** |
| **Create a website for the Shots Foundation.** | **Website developer contacted and on board.****Information collected ready for creation.** | **PM** | **Start April 2019.** | **Website online.****Material updated at least weekly.** | **Not yet started.** |
| **Communicate Shots Foundation information and news through ATFC media channels.** | **Weekly meeting with ATFC Marketing Manager.**  | **JM** | **Ongoing.**  |  **Ongoing.** |
| **Shots Foundation to write community articles in each home match day programme.**  | **JM** | **Ongoing.**  |  **Ongoing.** |
| **All Shots Foundation website articles to post on ATFC website.**  | **JM** | **Ongoing.**  |  **Ongoing.** |
| **Information and promotion through ATFC database and e-newsletter outlets.**  | **JM** |  **Ongoing.** |  **Ongoing.** |
| **Review of Shots Foundation** **Branding.**  | **Project outline to be identified.** | **JM with PM.** | **September 2019.** |  | **Complete**  |
| **Intern student appointed to undertake branding review exercise.**  | **Chair with JM.** | **Summer 2019.** | **Review complete and recommendations in place.** | **Not yet started.** |
| **Intern to undertake review, consultation and research on Shots Foundation branding.**  | **Intern.**  | **By Xmas 2019** |  |  **Not yet started.** |
| **Research findings and recommendations to be presented to Trustees.**  | **Intern.**  | **By Xmas 2019** |  |  |
| **Plan presented to trustees and adopted/ amended accordingly.**  | **JM and Intern.** | **By Xmas 2019** |  |   |
|  | **Annual marketing and communications plan written and implemented.**  | **JM** | **Ongoing.** | **Plan presented.** |  **Not yet started** |
| **Improve marketing and communications of the Shots Foundation.**  | **Communication impact included in reports to Trustees.**  | **JM** | **Ongoing.** | **Evidence of positive impact.** |  **Not yet started.** |
| **Increased focus on case studies demonstrating impact on individuals and the local community - case studies to form part of quarterly reporting.**  | **JM** | **Ongoing.** | **Evidence of positive impact.** |  **Not yet started.** |
| **Utilise social media and website analytics to establish most effective marketing and communications practices.**  | **JM** | **Ongoing.** | **Evidence of positive impact.** |  **Not yet started.** |
| **Annual report completed, published and distributed to stakeholders for each theme.**  | **JM** | **Ongoing.** | **Evidence of positive impact.** |  **Not yet started.** |

**Objective 6 - To actively engage with local organisations eg schools, junior football clubs, community groups and hard to reach groups.**

**Core principles – Sport and Community**

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| **Objective**  | **Action Points** **What action needs to be taken?**  | **Responsibility** **Who?**  | **Timescale When?**  | **Success Criteria** | **Progress to date**  |
| **Engagement with the local community** |  |
| **Continue to develop a strong relationship between the Shots Foundation,** **ATFC, the Aldershot Town Academy and the local community.** | **New Service Level Agreement drawn up and signed by ATFC and the Shots Foundation.** | **Trustees and Chairman of ATFC.** | **March 2019.** |  **SLA signed and in place.** | **SLA has been drawn up.** |
| **Develop a shared strategy and accommodation for Foundation and Academy staff including Community Room at the EBB and classrooms at Alderwood School.** | **Trustees and Chairman of ATFC.** | **August 2019.** | **Strategy in place.** |  |
| **JM to attend weekly operations meetings with ATFC staff.** | **JM** | **Weekly.** | **Meeting attended.** | **Information circulated and actions taken.** |
| **Monthly meetings with Commercial Director of ATFC.** | **JM** | **Monthly.** | **Meeting attended.** |  **Information circulated and actions taken.** |
| **ATFC Chairman to attend Trustee meetings.**  | **Chairman of ATFC.**  | **Monthly.** | **Meeting attended.** |  **Information circulated and actions taken.** |
| **The Shots Foundation to continue with match day activities;*** **Mascots**
* **Group match day experience**
* **Community Stand attendance**
* **Community room use.**
 |  **JM** | **Ongoing and continues into season 2019-20** | **Match experience enjoyed by participants.**  |  **Ongoing.** |
|  | **The Shots Foundation to attend when invited to attend local community events eg Rushmoor Youth Forum.** | **JM** | **Ongoing and continues into season 2019-20.** |  |  |
| **Link with Aldershot Academy to provide a strong player pathway and identification scheme.** | **Weekly communication/ meetings with ATFC** **Academy Manager.** | **JM with Academy Manager.** | **Ongoing.** | **Meetings attended.** |  **Ongoing.** |
| **Continue to share coaches between Shots Foundation and ATFC Academy.**  | **JM with Academy Manager.** | **Ongoing.** | **Meetings attended.** |  **Ongoing.** |
| **Shots Foundation and ATFC to offer Junior Sports Coaching Award to local schools.** | **JM with Academy Manager.** | **Ongoing.** |  |  **Ongoing.** |
| **The Shots Foundation working with ATFC Academy.** | **The Shots Foundation and the Academy to attend each other’s relevant events (e.g. Hampshire Cup, Match Day events, holiday courses etc).** | **JM and Trustees with Academy Manager** | **Ongoing.** | **Events’ attended.** |  **Ongoing.** |
| **A review conducted to consider merging the activities of the Shots Foundation and the Academy.** | **Trustees.** | **By September 2019** | **Report presented with proposals.** |  **Not yet started.** |

**Objective 7 - To ensure that the Shots Foundation has strong Governance with an effective Board of Trustees**

**Core principles – Sport and Community**

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| **Objective**  | **Action Points** **What action needs to be taken?**  | **Responsibility** **Who?**  | **Timescale When?**  |  | **Success Criteria** | **Progress to date**  |
| **Governance Priorities** |  |
| **Ensure Board of Trustees remains fit for purpose with strong skills-base.** | **Undertake skills audit of trustees to identify areas for development and identify underrepresented groups or skills.** | **Chair.** | **March 2019.** | **New Trustees appointed.** |  | **Ongoing.** |
| **Role descriptions to be written for Chair, Vice Chair and Trustees.**  | **Chair.** | **July 2019.** | **Descriptions available.** |  | **Not yet undertaken.** |
| **ATFC presence with Chair of ATFC on Board of Trustees.** | **Chair.** | **Ongoing.** |  |  |  **Complete.** |
| **Recruit a permanent Chair of** **Trustees.** | **Identify and recruit permanent Chair of Trustees.**  | **PM** | **Jan 2019.**  | **New Chair in post.** |  |  **Complete.** |
| **Ensure that the new Chair of the Foundation joins the Association of Chairs.** | **Ensure that the new Chair joins the training and networking events offered by the Association of Chairs.** | **Chair.** | **Feb 2019.** | **Is a member.** |  | **Complete.** |
| **Continuously monitor Finance and mitigate ongoing Risks to the organisation.**  | **Finance to be standard agenda item at trustee meetings to cover:** * **Funding risk register**
* **Organisational Policies and procedures.**

 | **Trustee with Financial responsibility.**  | **At monthly trustee meetings.** |  **Information presented to Trustees.** |  | **Ongoing.**  |
| **Funding and Accounts to be updated twice yearly to inform trustees of situation with grants.**  | **Trustee with Financial responsibility.** | **Biannually.**  | **Information presented to Trustees.** |  | **Ongoing.**  |