



NORTHAMPTON TOWN F.C.

COMMUNITY 



LEVELLING THE PLAYING FIELD

OUR STRATEGY 2022-25



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**LEVELLING
THE
PLAYING
FIELD**

It is our great privilege to welcome you to the new Northampton Town FC Community Trust 'LEVELLING THE PLAYING FIELD' strategy for the next three year period of 2022-25. We are passionate about connecting communities and improving lives using our unique position and the club brand to do so.

Since our inception as a charity in 2001, we have been proud to be the official charity of Northampton Town Football Club for over 20 years, using this unique position to use the brand of the football club to make a real and positive impact on people's lives beyond the 90 minutes on the field. Building on the success of our previous 'more than football' strategy we have successfully grown the organisations work, reach and image across the community. Despite the challenges of a global pandemic, our commitment to supporting the community saw us invest over £2 million into the local area, delivering over 30 projects to connect communities and to improve people's lives.

The 'NTFC levelling the playing field' 2022-25 strategy has been developed after extensive consultation with our community. It has also taken into consideration a range of local, regional and national policies including local government, public health and key external stakeholders such as the Premier League Charitable Fund and EFL Trust. Feedback from participants and our

workforce have also been gathered to ensure it meets the dynamic and changing needs of the area locally. We are proud to continue to align our new strategy to the UN Sustainable Development Goals framework so that our impact locally can also contribute towards a global purpose.

The past three years have seen extensive growth for the charity, even through a global pandemic. A pandemic that really showed the importance of keeping our community connected. Building on the strong foundations developed in recent years, the next three years will see further planned growth so that in addition to our football based activities which will remain at the core of the work we do, we will provide a wider range of holistic activities and opportunities within our communities to expand the reach and impact we make.

We are delighted to share this new strategy with you as we embark on this exciting journey over the next three years.



Phillip Smith
(CEO)



Scott Desborough
(Chair of Trustees)

MORE THAN FOOTBALL

“At Northampton Town FC the community is at the heart of everything we do. Football clubs have such an important role to play in society due to the impact that they can have with people, and here at the club we fully embrace that. The work that the Community Trust carry out is very powerful and we are proud that we work so closely with them as they deliver important programmes all across the community.”

Kelvin Thomas, Northampton Town Football Club Chairman

“Northamptonshire Football Association is proud to partner Northampton Town FC Community Trust in the delivery of football-related activity to all corners of the County. The Community Trust are committed to the FA’s philosophy of ‘Football For All’ and through a strong and dedicated workforce, provide opportunities for everyone to play our national game, regardless of ability or background. Their work across all areas of inclusion, health and equality have a profoundly positive impact on the diverse population of Northamptonshire and the County FA fully support Phill and the team as they embark on this exciting and ambitious new three-year strategy.”

Christian Smith, CEO of Northamptonshire FA

“NTFC Community Trust plays an important part in many projects, working with young people to help build self-esteem, a sense of purpose and those skills and values that contribute to community safety. I share the Community Trust’s passion to create stronger, safer, connected communities and the programmes they operate are so important, whether that is in helping to divert young people away from criminality and anti-social behaviour or by helping them to fulfil their potential.”

Stephen Mold, Northamptonshire Police Fire and Crime Commissioner

“As the world continues to recover from the impact of the coronavirus pandemic, and communities and families feel the pressure of increased living costs, Northampton Town FC Community Trust’s mission to connect communities and improve lives is more relevant than ever. We are proud to support the Trust to deliver Premier League Primary Stars and Premier League Kicks programmes as part of their work in the community, and as part of a nationwide network of charitable arms of professional football clubs. Football clubs create a unique sense of belonging, and the power of the badge and the brand brings people together. One excellent example of that is NTFC CT’s work with Police Community Support Officers to engage with children and young people through estate based programmes, building stronger safer and more inclusive communities that everyone can benefit from”.

Ruth Shaw, Chief Executive, Premier League Charitable Fund

“With its rich history, massive fan base and unmatched public profile, football has a unique power to impact on people’s lives. We already know of the inequalities that exist across our population in terms of participation in physical activity or sport, circumstances that have been made even more challenging by the pandemic and cost of living pressures. Trying to help ‘level up’ requires extra energy, focus and effort, an ambition that sits at the heart of this Northampton Town FC Community Trust strategy.

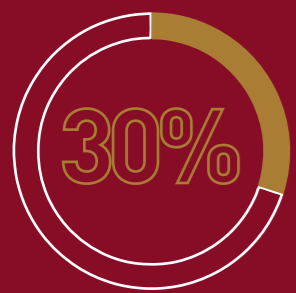
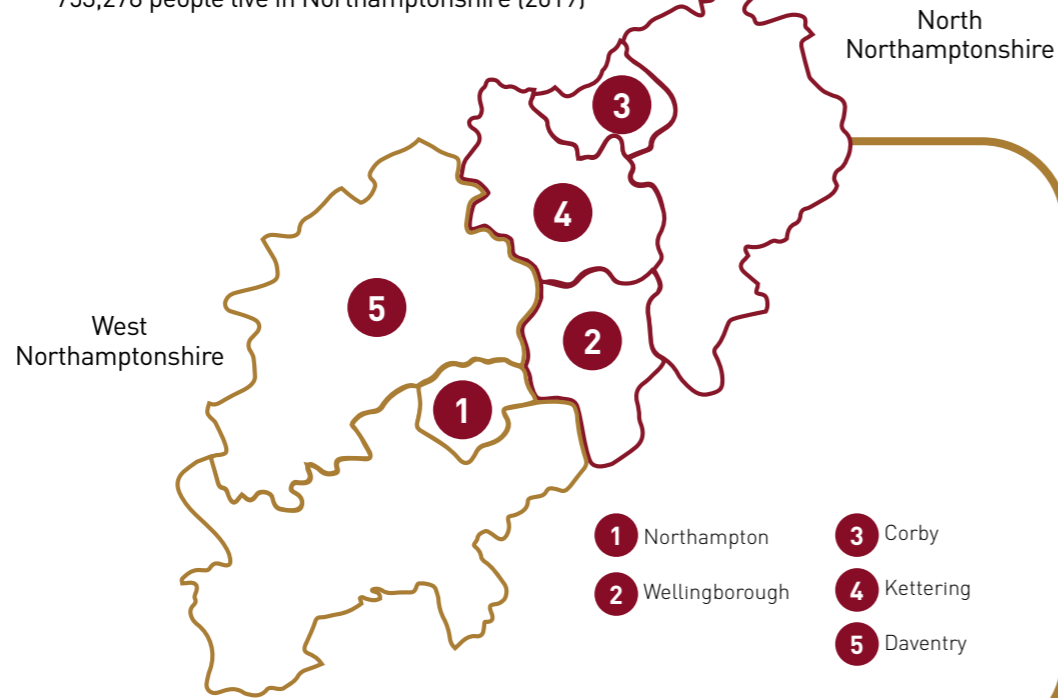
The challenge of tackling these inequalities collectively is why we are delighted to be one of the key stakeholders on this strategy, collaborating with NTFT CT and the other stakeholders in delivering the activities, actions and changes in the system that are needed for people experiencing those inequalities to live more healthy, active, lifestyles.”

Chris Holmes, Chief Executive - Northamptonshire Sport



UNDERSTANDING NORTHAMPTONSHIRE

The county split into two unitary authorities in 2021, West Northants and North Northants. 753,278 people live in Northamptonshire (2019)



OF THE POPULATION LIVE IN NORTHAMPTON

Expected 56%

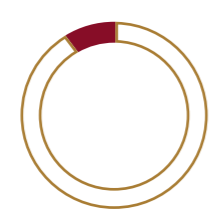
increase in population of older adults aged 65+ (2018 to 2041)



123,197 individuals living in top 20% most deprived areas

62 LSOA'S

in Northamptonshire are in the top 20% most deprived areas nationally



91.5% white British and 8.5% non white ethnic groups



the difference in life expectancy for males (5.3 females) between the most and least deprived wards in Northamptonshire



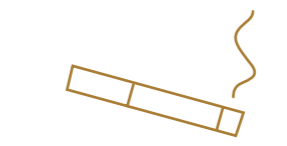
47 wards in Northamptonshire have a very high risk of loneliness



The rate of hospitalisation for self harm in teenagers and adults is **worse than the England average**

Northamptonshire is a very special place and we want to help make it the best place it can be. In developing our new strategy, we consulted with local residents, stakeholders, research groups and a range of local data was used to help identify and understand the specific challenges that Northamptonshire faces.

Some of these challenges include:



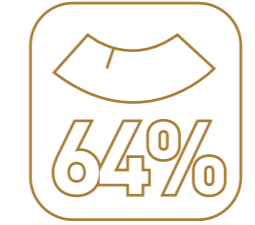
Levels of smoking are worse than the **England average**



There were **2604 hospital admissions due to falls** in people aged 65+ in 2019-20. This is worse than the England average

45%

of children aged 15-16 in Northampton **reach average attainment 8 score** (achievement across 8 different subjects) which is lower than the England average



of adults are **overweight or obese**, worse than the England average



Only 66% of adults were **physically active** in 2018-19 which is worse than the England average

16% of adults have **long term** mental health problems



Disabled people are twice as likely to be **physically inactive** (43 per cent) than non-disabled people (21 per cent)



Less than 3 in 10 disabled people feel encouraged to **return to physical activity** after the pandemic



32% of children are **overweight** or obese

The rate of violent crime is **worse than the England average**



ABOUT THE NORTHAMPTON TOWN FC COMMUNITY TRUST

Northampton Town FC has played a major role in Northamptonshire life since 1897. The club helps connect our community. It excites and it inspires.

Supporting the local community is in the clubs DNA with the club delivering community work since 1994. In 2001, Northampton Town FC Community Trust was formed as a registered charity to further the impact being made, encouraging participation in sport, providing educational opportunities, improving health and wellbeing and promoting inclusivity, equality and diversity.

Since the charity's inception, it has invested over £2 million into the local community and supports over 1000 people every single week.

As we look ahead to the next 3 years with the launch of our new strategy, there are four elements that will be crucial in our success:

- 1 Building our capability
- 2 Developing our people
- 3 Growing our charity
- 4 Demonstrating impact and value



Scan the QR code to find out more about our work

HOW THE COMMUNITY TRUST WORKS

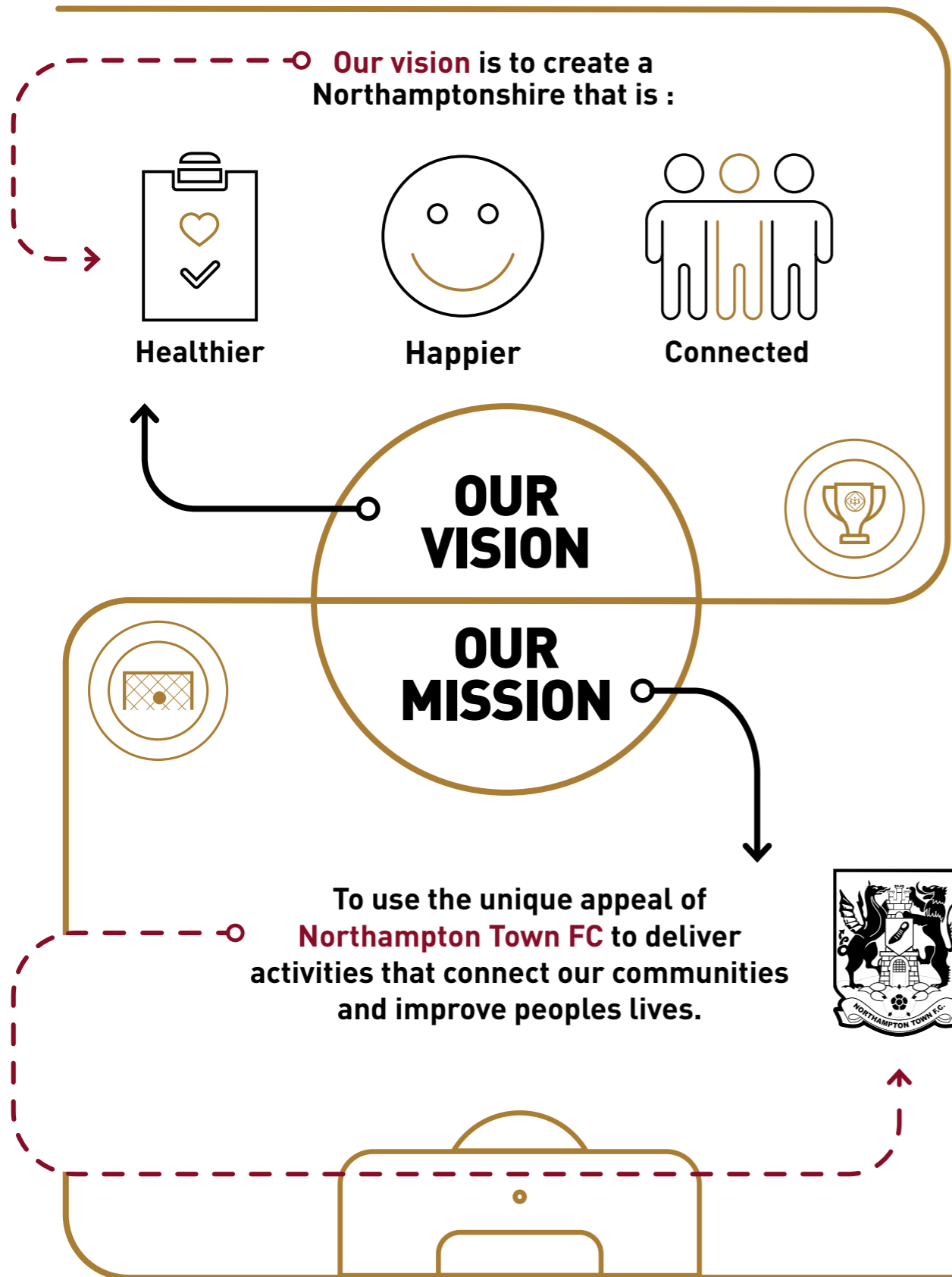
The Northampton Town FC Community Trust is an independent organisation with our own Board of Trustees and Management Team. Our Trustees come from a variety of backgrounds and are all volunteers. They make sure we always put the needs of the people in Northamptonshire first, and safeguard our assets by providing strategic direction. The Management Team is accountable to the Trustees.

As the official charity of Northampton Town FC, the Football club is represented on our Board of Trustees to ensure that - along with the independent trustees - both the Club and the Community Trust are working together with a combined ambition and aim alongside our community to make a positive difference.

WHAT TYPE OF CHARITY ARE WE?

The Northampton Town FC Community Trust is an officially registered charity with the Charity Commission and is recognised as a Club Community Organisation (CCO). There are over 92 in England, each one connected to a professional football club. Clubs and their CCOs are perfectly placed to help the community around them, and successfully engage with groups that many other programmes fail to reach.

OUR STRATEGY



OUR VALUES

- Passion Unites Us**
We care about the people we work with and are committed to making a positive impact
- Inspire Through Action**
We lead by example and encourage people to see beyond their expectations
- Learn and Develop**
We continuously want to learn, grow and improve
- Embrace and drive change**
We are adaptable and are not afraid to try new ideas



FOUR THEMES OF WORK WE DELIVER



Education & Skills



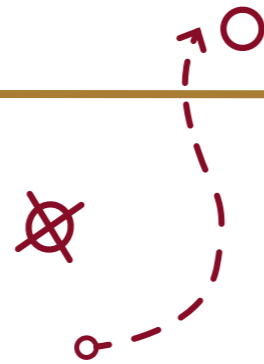
Health & Wellbeing



Disability, Inclusion & Participation

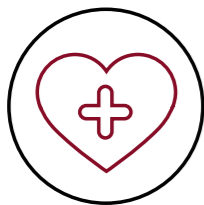


NTFC Experiences



THE DIFFERENCE WE WANT TO MAKE

We will focus on three key long term outcomes:



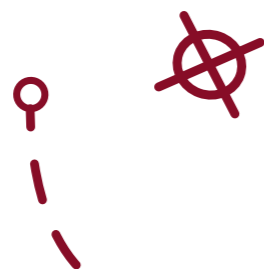
Improved health and wellbeing



Stronger, safer, connected communities



Enhanced life opportunities



WHERE WE WILL WORK

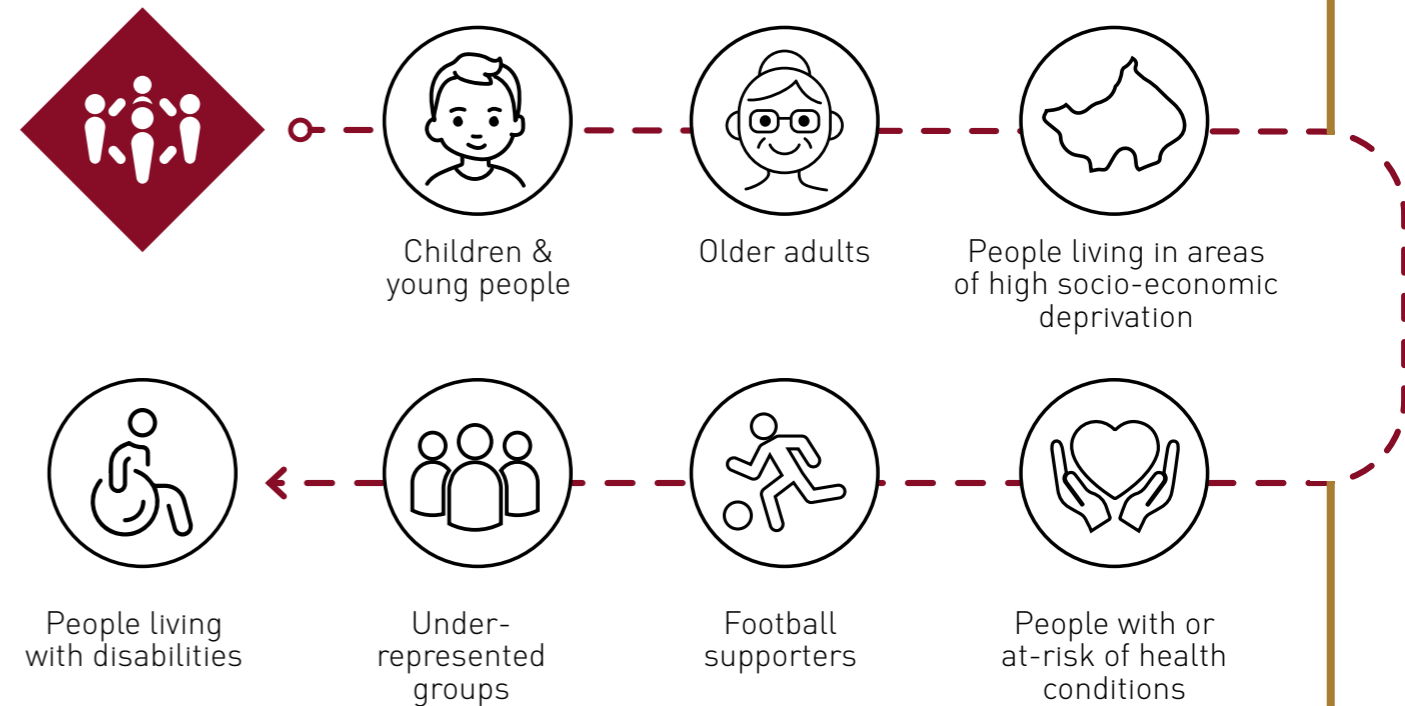
Our activities will be accessible to all communities within West and North Northamptonshire but will specifically target the following areas where there are high levels of socio-economic deprivation:

- 1** Northampton
- 2** Wellingborough
- 3** Corby
- 4** Kettering
- 5** Daventry



WHO WE DELIVER TO

Our activities will be inclusive within West and North Northamptonshire but with particular focus on:



OUTCOME 1: IMPROVED HEALTH AND WELLBEING



64%

of adults are overweight or obese, worse than the England average

WHY ARE WE TARGETING THIS

- There were 2604 hospital admissions due to falls in people aged 65+ in 2019-20. This is worse than the England average
- Levels of smoking are worse than the England average
- The rate of hospitalisation for self harm in teenagers and adults is worse than the England average
- Only 66% of adults were physically active in 2018-19 which is worse than the England average
- 32% of children are overweight or obese
- 16% of adults have long term mental health problems
- The proportion of people who use health and social care services who report they had as much social contact as they would like (40%) is significantly lower than the national average (46%)
- Only 1 in 3 (33%) adult carers reported they had as much social contact as they would like



THE IMPACT WE WANT TO MAKE

(LONG TERM OUTCOMES)

- Reduction in long-term levels of isolation and loneliness
- Reduced levels of suicide, self harm and serious mental health issues
- Reduced health inequalities
- Reduction in preventable health-based issues based on poor lifestyle choices
- Reduced pressure on local health services
- Reduction in frailty in older adults meaning more older adults can remain in their own home for longer

WE WILL ACHIEVE THIS BY...

- Delivering targeted activities to engage with those at risk of social isolation and loneliness that enable them to meet new people, try new things and keep them active
- Delivering health and wellbeing interventions to support those in areas of economic disadvantage
- Delivering activities to help older adults build strength and stay physically active
- Working alongside public health to deliver health awareness, signposting and screening activities across the community such as NHS health checks
- Championing and raising awareness of the importance of healthy and active lifestyles amongst Northampton Town FC supporters
- Addressing inequalities of participation in sport and physical activity by providing access to sport and physical activity opportunities for females, BME groups, people with a disability and people from disadvantaged communities
- Inspiring children to adopt healthier lifestyles by providing sports coaching, health education and delivering mentoring sessions in schools to support pupils with confidence, self esteem and stress as an early intervention
- Training and developing a network of Mental Health First Aiders and Community Champions who can support others

HOW DO WE KNOW WE'VE BEEN SUCCESSFUL? (MEDIUM TERM OUTCOMES)

- ✔ Measured improvement in mental wellbeing of participants
- ✔ Increased levels of physical activity
- ✔ Reduced feelings of isolation and loneliness, particularly amongst older adults
- ✔ Measured, sustained improvement in any targeted health condition (e.g. weight, BMI, diabetes, falls, frailty)

This outcome contributes towards the UN sustainable goal of



OUTCOME 2: STRONGER, SAFER, CONNECTED COMMUNITIES



TOP 20

most dangerous counties in England, Wales, and Northern Ireland.

WHY ARE WE TARGETING THIS

- Northamptonshire has a higher crime rate per 1000 people (81 versus 72 nationally) with violence against the person and theft making up over half of crimes
- The rate of violent crime is worse than England average
- 186 per 100,000 first time young offenders in Northamptonshire, higher than the England average
- Disabled people are twice as likely to be physically inactive (43 per cent) than non-disabled people (21 per cent)



THE IMPACT WE WANT TO MAKE

(LONG TERM OUTCOMES)

- Reduce levels of anti-social behaviour and violent crime
- Increased numbers of young people diverted from crime
- Improved community cohesion
- People living in or moving to the county feel connected and integrated into their local community
- Improved access and reduced social exclusion due to disability, ethnicity, sexuality or economic disadvantage

WE WILL ACHIEVE THIS BY...

- Providing accessible, inclusive and safe community sport opportunities in areas of high crime or deprivation
- Providing opportunities for Police Community Support Officers to engage with children and young people through our estate based programmes
- Support local and national messaging campaigns in areas such as knife crime, domestic abuse and FGM and will share relevant resources with the groups we work with to raise awareness across the clubs fans and local community
- Providing more opportunities for under represented groups to take part in sports based activity (disability, female, refugees, ethnic minorities)
- Taking positive action to promote equality, diversity and inclusion. This will include using our platform to support campaigns and delivering workshops to children and community members around themes of inclusivity and diversity using football as the tool
- Delivering crime awareness workshops and activities for children and young people
- Bringing people together from across our diverse community to encourage new friendships and connections through our activities
- Offering opportunities for volunteering and delivering social action projects

HOW DO WE KNOW WE'VE BEEN SUCCESSFUL? (MEDIUM TERM OUTCOMES)

- ✔ Increased understanding of risks of crime and crime related behaviours
- ✔ Participants have more positive attitudes towards the police
- ✔ People have more positive attitudes towards others
- ✔ Developed new friends and social connections
- ✔ Increased sense of belonging in the community (connected in their community)
- ✔ Increased number of people from under represented groups taking part in sport

This outcome contributes towards the UN sustainable goal of



OUTCOME 3: ENHANCED LIFE OPPORTUNITIES



78%

of disabled people say their impairment or condition stops them being active, often related to low awareness of suitable activities and fears about safety and risk

WHY ARE WE TARGETING THIS

- Over half of people with a long term condition say their health is a barrier to the type or amount of work they can do, rising to 80% when someone has three or more conditions
- Northampton has low overall social mobility, ranking 295th out of 324 local authorities
- West Northamptonshire currently produces more CO2 emissions per capita (6.1) than the national average (4.9). 54% of all emissions relate to transport
- 45% of children aged 15-16 in Northampton reach average attainment 8 score (achievement across 8 different subjects) which is lower than the England average
- The exclusion rate for children in Northamptonshire on free schools meals is higher than the national average and is four times higher than the exclusion rate for those not on free school meals in the county



THE IMPACT WE WANT TO MAKE

(LONG TERM OUTCOMES)

- A reduction in long-term unemployed rates
- A reduction in the gap in life chances between communities
- More people make lifestyle changes that proactively help support the environment
- More people from under represented groups can achieve their potential

WE WILL ACHIEVE THIS BY...

- Inspiring primary school children in everything from English and Maths to teamwork, PSHE and sport by providing sports coaching, mentoring activities, educational competitions and cross curricular teaching resources for schools
- Use sport, the NTFC brand and assets to heighten engagement across multiple curricular subjects
- Offering post-16 employability programmes that provide people with the skills, experience and qualifications they need to move into the world of work
- Providing a range of volunteering, work experience and employability opportunities for people not in education, employment or training
- Delivering activities in areas of high socio economic status to support vulnerable children, young people and families outside of school time
- Integrate climate change and environmental sustainability education into schools and community provision
- Providing high quality football and sporting opportunities for under represented groups to access. This will include providing disability and female football activities

HOW DO WE KNOW WE'VE BEEN SUCCESSFUL? (MEDIUM TERM OUTCOMES)

- ✔ Increased educational attainment of participants
- ✔ Improved behaviour and attendance at school of participants
- ✔ Improved motivation to learn in participants
- ✔ Participants progress into pathways e.g. work, education, volunteering, academy
- ✔ Raised aspirations and more confident about achieving their future goals
- ✔ Participants have a greater knowledge and understanding of environmental sustainability
- ✔ Participants increase confidence and improve self esteem

This outcome contributes towards the UN sustainable goal of



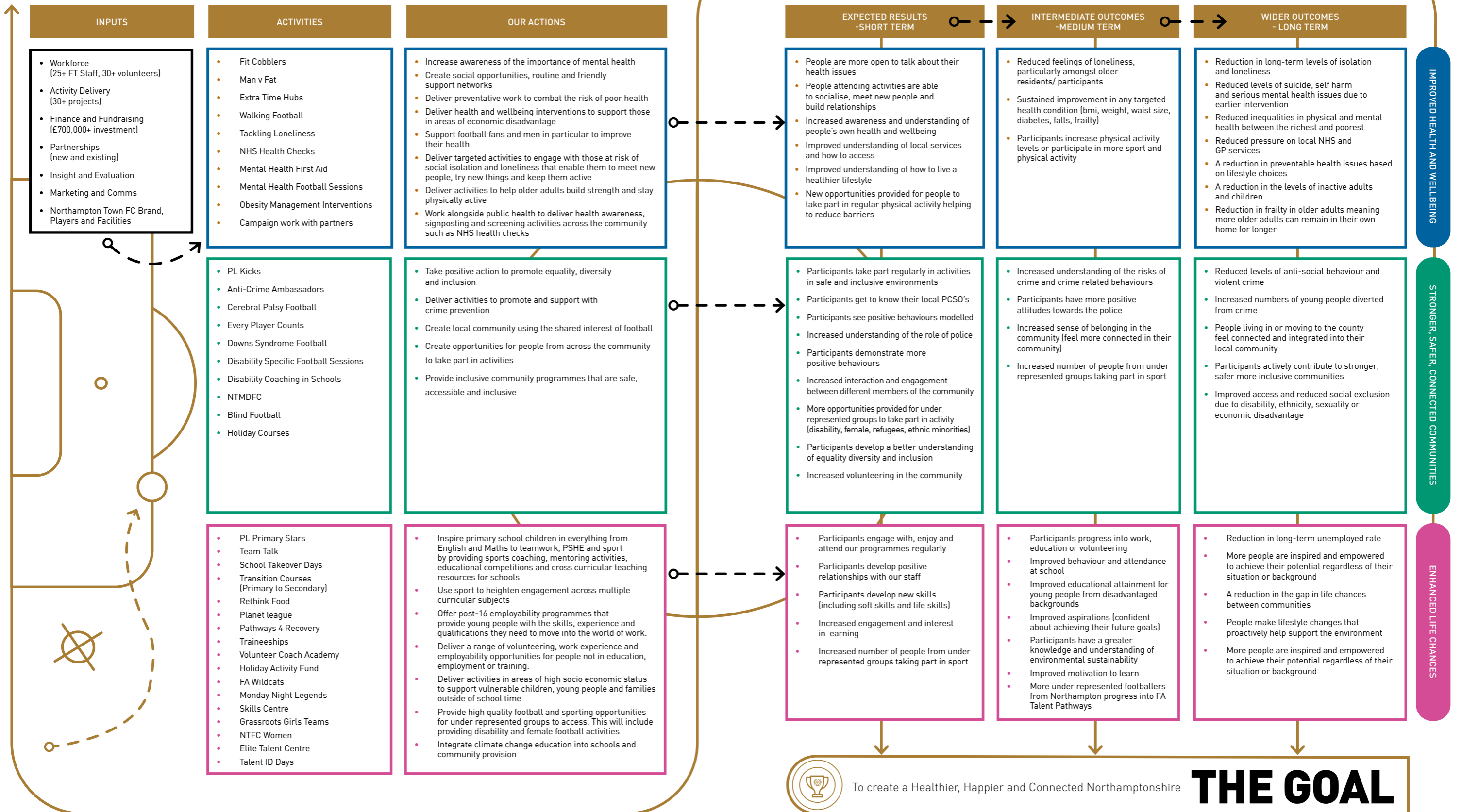


THE CHALLENGE

Economic disadvantage creating increased barriers that are negatively impacting on people's health, wellbeing, aspirations and participation in their community

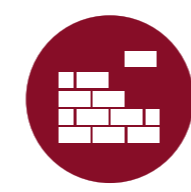
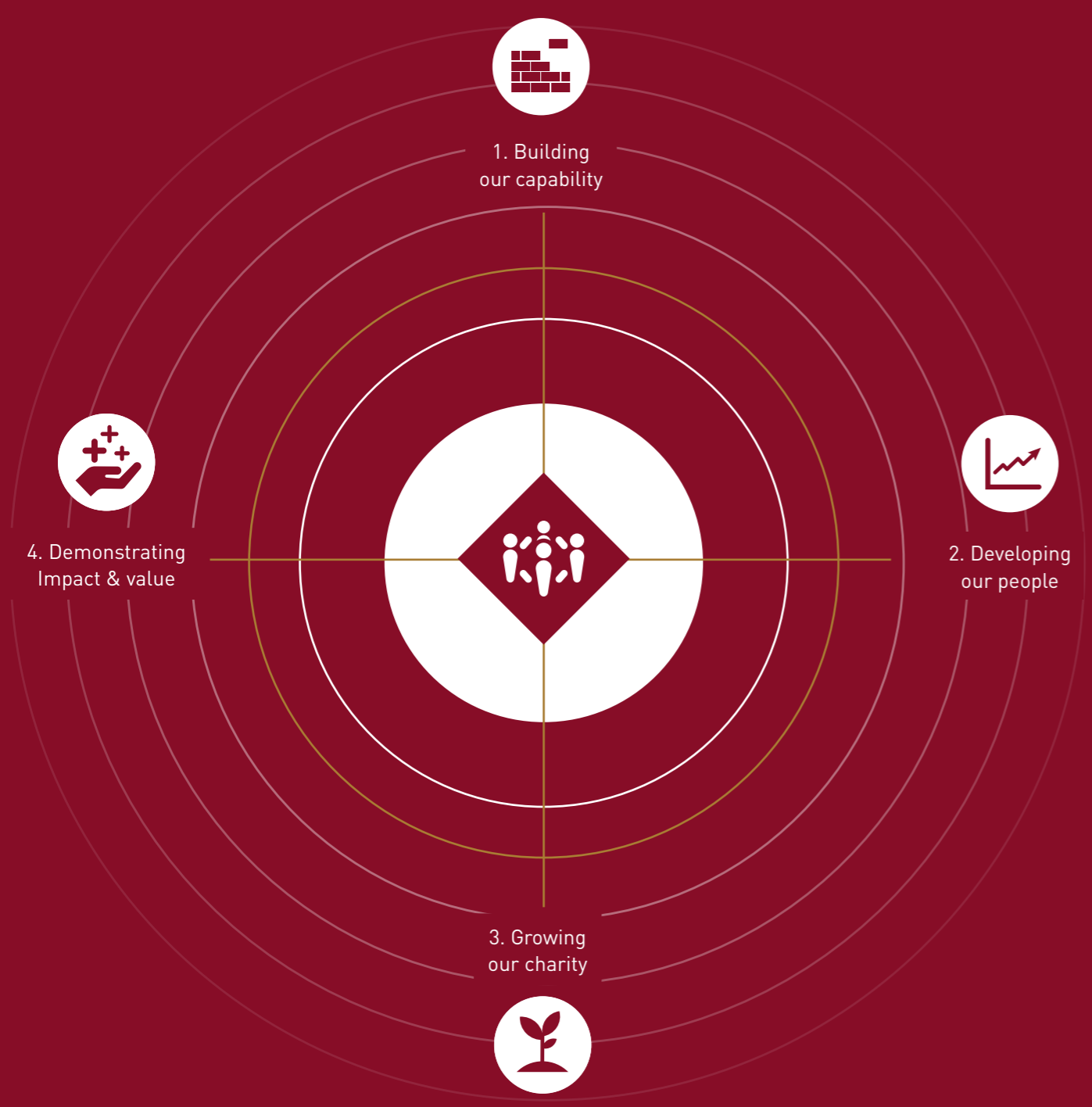
Key:

- Improved Health and Wellbeing
- Stronger, Safer, Connected Communities
- Enhanced Life Chances



STRATEGIC AIMS

The aims represent the four areas of the organisation in which we must continually improve in order to achieve our vision and outcomes:



1. BUILDING OUR CAPABILITY

We need to continue to build the capability of the Community Trust to ensure high quality governance and operational excellence in our work over the longer term.

THIS IS IMPORTANT BECAUSE:

High quality governance is vital to the success and long term growth of any organisation, the policies plans and procedures put in place directly feed into the operational excellence of the work we deliver, we need to ensure that as we grow we continue to build on strong foundations and have the relevant staffing numbers to continue to be successful and impactful in all projects.



WE WANT TO ACHIEVE:

A well-governed organisation, where our strategy, policies and values are lived and breathed operationally, underpinning everything we do and how we do it.

WE WILL ACHIEVE THIS BY:

- Ensuring that the organisation is diverse and representative of the community it serves
- Ensuring that the organisation continues to maintain the highest level of safeguarding and provides a safe and positive environment for children, young people and vulnerable adults
- Continuing to review and develop robust yet user friendly policies and procedures that are embedded across the organisation
- Develop and simplify standardised processes across the organisation as we grow
- Strengthening our approach to continuing professional development for trustees
- We will continue to achieve the EFL Trust's Capability Code of Practice and other regulatory & statutory guidance and legislation
- Collecting regular feedback from our beneficiaries to measure the quality of service they receive
- We will set up three participant steering groups (Youth, Seniors & Disability) to ensure our organisation is led by the views of the community and the people we serve
- Improving our organisations environmental sustainability by factoring this in as a consideration to all projects and activities undertaken



2. DEVELOPING OUR PEOPLE

We want to ensure that our people gain opportunities to fulfil their potential by learning new skills and continuously developing; which will further support and inspire the participants we work with.

THIS IS IMPORTANT BECAUSE:

Our people are the beating heart of the organisation across the county. We want to ensure we are delivering high quality, impactful work that makes a difference within the community and to recognise and reward the vital role our people play in helping the organisation achieve this.



WE WANT TO ACHIEVE:

A skilled, diverse and passionate workforce who feel valued and are capable of inspiring our beneficiaries to achieve their potential.

WE WILL ACHIEVE THIS BY:

- Creating a training and development pathway
- Providing targeted staff training rooted in the community's needs
- Developing an annual staff and volunteering training plan based on current and future workforce needs
- Encouraging and offering people the opportunity to try out new areas of work within the organisation to broaden their horizons
- Providing management apprenticeships to develop our leaders of the future
- Developing a culture and environment where our people can thrive and grow
- Supporting, recognising and rewarding those who volunteer to support us
- Developing an internal accredited training programme to 'grow our own' staff providing them with the necessary tools to succeed in a range of community roles



3. GROWING OUR CHARITY

Working closely with NTFC, we want to increase local partnerships and commissioned activity, grow income and funded programmes in order to extend our reach, impact and profile.

THIS IS IMPORTANT BECAUSE:

Good management of finances and other assets is a key foundation of any organisation and will enable us to succeed in delivering our charitable aims. Diversifying our funding streams will provide improved financial stability as the organisation grows. Building our partners will help us achieve an even greater impact and commissioned work will provide longer term stability.



WE WANT TO ACHIEVE:

A diverse portfolio of sustainable funding sources and a strong network of partners locally and nationally maximised to deliver impact.

WE WILL ACHIEVE THIS BY:

- Developing realistic fundraising plans and operating within a framework of controls and effective systems
- Continuing to grow our unrestricted funds to ensure our reserves remain commensurate with the growth of the organisation
- Ensure that all programmes are financially sustainable
- Increase the number and diversity of participants (scale) without decreasing quality of provision
- Building a series of challenge events and community fundraising opportunities which increases our voluntary income
- Working with our partner football club to increase the number of CSR partners supporting our programmes
- Build a robust referral network between partners where the Trust is recognised as a designated provider (police, local authority, schools, targeted service providers in mental health, physical health, climate change, refugee support services)



4. DEMONSTRATING IMPACT & VALUE

We want to clearly demonstrate the value of our work, using monitoring and evaluation of our performance to guide future delivery and increase the long term impact of our activities.

By doing this we hope to achieve greater recognition and support for the community trust's work across the community.

THIS IS IMPORTANT BECAUSE:

We need to understand the impact of our work to better inform our investment decisions, to show we are meeting our charitable goals and to show funders and stakeholders the impact we can make.

WE WANT TO ACHIEVE:



Clear, robust and transparent systems that allow us to measure impact and shape our future programmes. We want people to understand who we are, our relationship with the club, the breadth of our work and the impact we make. We also want the communities we work with to develop an affinity with NTFC to grow the fan base.

WE WILL ACHIEVE THIS BY:

- Implementing an impact measurement framework which enables us to measure success in the short, medium and long term
- Identifying and implementing a standardised impact measurement system across the organisation
- Actively listening to stakeholders and providing opportunities for our beneficiaries to shape our programmes through co-production.
- Being clear about the change we want to create and how we intend to create it using a Theory of Change
- Evaluating our social return on investment for the work we deliver
- Collecting relevant data that will help us build a research and evidence base that identifies current and future trends and the ongoing needs of our local communities
- Using the data we collect to create impact reports, case studies and to tell the stories of our participants journeys
- Sharing this impact with key stakeholders, funders and the local community
- Developing a communications plan that embraces digital and utilises social media and video content as platforms to share our work
- Continue to increase public awareness that although being a key part of what we do, we are more than just football
- Holding a calendar of community events to showcase our work across the year
- Evaluating the understanding of what makes our programmes and activities successful, and to use this information to further improve



NTFC - WE'RE PROUD TO BE

Being the official charity of Northampton Town Football Club we are in a unique position to use club assets to inspire and connect people. This USP feeds through all of the work we deliver but more specifically we want to develop a more inclusive and diverse club and CCO.



WE WANT TO ACHIEVE:



We will continue to connect the local community to the football club, helping people to feel inspired and part of the NTFC family.

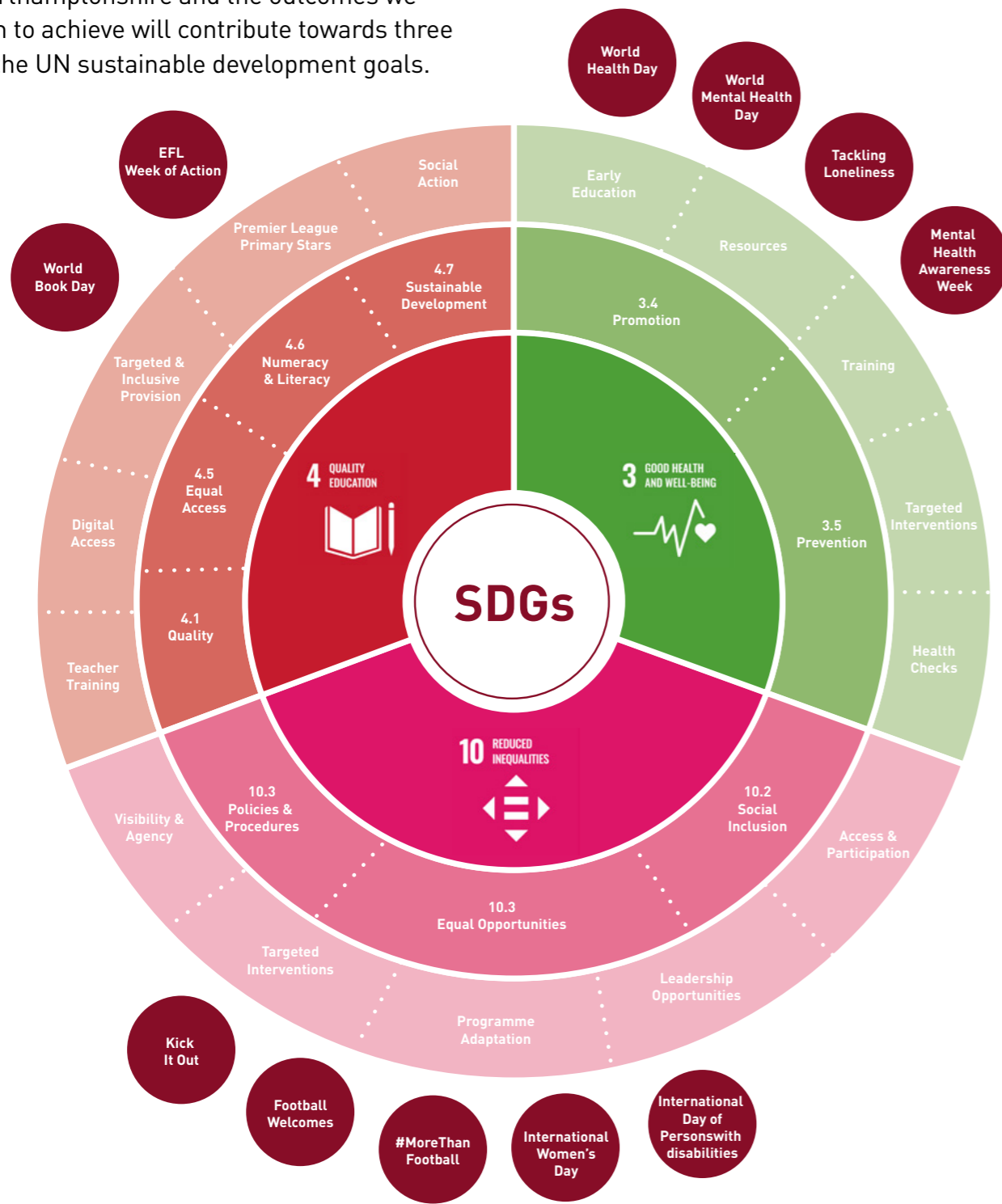
WE WILL ACHIEVE THIS BY:

- Providing free tickets to under-represented groups, school children and community groups to attend matches
- Provide access to the stadium for community groups
- Deliver matchday activities in the family area to make their attendance at matches special
- Deploy first team players, youth team players and scholars into the community throughout the season
- Promote the rich history of the club within local communities and schools
- Enable teams and players from our diverse communities to represent the club (Walking Football, Women's Team, Disability Specific Teams)
- Develop a youth board that can feed into the club
- Support the club with developing fan groups from under-represented groups
- Further develop a girls talent pathway to represent the club
- Working with the club to promote and raise awareness of key campaigns around equality, diversity, inclusion and health



UN SDG'S

Our work delivered across Northamptonshire and the outcomes we aim to achieve will contribute towards three of the UN sustainable development goals.



Awareness & Campaigning
 1st ring - SDGs
 2nd Ring - Goals
 3rd Ring - actions by the Foundation that contribute to the SDGs

OUR PARTNERS

Our mission to connect communities and improve people's lives can only be achieved by working in partnership. Sharing resources, reaching wider audiences and blending expertise, are invaluable to the success of this strategy. Our key partners have been consulted throughout this process and will be a vital component of the impact that it makes. We are grateful to our existing partners and as a team we are committed to forging new partnerships to further the reach and impact of our work.





NORTHAMPTON TOWN F.C.

COMMUNITY

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**LEVELLING
THE
PLAYING
FIELD**

