

Dated 1st April 2017

Reviewed 1st April 2018



Preston North End Community and Education Trust

Strategic Plan 2017/19

Preston North End Community and Education Trust Mission Statement:

PNECET will provide the highest quality, affordable service to all members of our local community. These services will improve lives and aspirations through health, education, sport and inclusion in Preston and Lancashire.

Representing Preston North End, will listen and provide the services needed in our local community, making Preston proud of its Football Club.

Preston North End Community and Education Trust Values:

VALUES



**Community
and Education
Trust**

Registered Charity No: 1130773

Introducing the plan

At PNECET our strategy aims to build on our values and mission statement by improving people's lives using the power of Preston North End Football Club. Society now face some huge challenges in relation to their health and wellbeing, participating in sports and physical activity, low personal attainment and the people of Preston and Lancashire are no different. Preston is home to some of the most deprived communities in Lancashire and the North West, here at PNECET we plan to inspire these people to lead healthier and more positive lifestyles.

A Message from the Head of Community – Andy Haythornthwaite

I am delighted to introduce Preston North End Community and Education Trust's strategic plan. This plan outlines how we will continue to grow and develop, powered by our staff who are our biggest and most valuable resource and who work tirelessly week in week out to deliver high-quality front-line services.

This plan outlines our extensive work across Preston, providing a strategic update on the Trust programmes, finances and the future developments.

Strategic update 2018/19

Objectives & Activities

The principle activity of the charity is to promote and develop the physical and mental wellbeing and to generally improve the conditions of life of the general public, in particular the inhabitants of the North West by the provision of, or assistance in the provision of, all types of recreational facilities including but not all limited to, Association football.

Achievement and Performance

The Trust has had another successful year and is growing in its reach and footprint in the Lancashire area. We are committed to developing a comprehensive and diverse range of programmes, providing the best opportunities for members of the general public. We are also committed, along with Preston North End's strategy, to inform the public about services and opportunities available to them.

The Trust has focused largely on continuing to expand the numbers of people it delivers services to and to expand services to groups who have previously not benefited from its activities.

The Trust was once again Shortlisted for Community Club of the Year at the North West Football Awards and was rewarded a special recognition award for its role in the trailblazing Dick, Kerr Ladies football team.

We were once again the largest deliver of NCS in the North West with over 400 places delivered. We continued to over deliver on all of our Premier League funded programmes, achieving some exceptional outcomes We was part of the new GULP(Give Up Loving Pop) initiative, educating primary school children on the negative effects of fizzy drinks, which is set to be even bigger next year. The latter stages of 2018 saw us become successful in a number of funding applications including an armed forces physical activity programme, health workshops for our Kicks participants and holiday hunger programmes ensuring 2019 is set to be an exciting one for PNECET.

Governance

The charity is controlled by its governing document. This year the Trust has taken considerable steps into improving its governance and will continue to into 2019. The Trust have appointed an additional five trustees during 2018 with our board now totaling eight trustees, who all hold relevant skills and experiences to guide the Trust to achieve its aims and objectives for 2019.

The Trust has worked with the business manager to review all of its policies and procedures whilst introducing new polices to ensure we align with the capability requirements from both the Premier League and the English Football League Trust.

The Senior management team, Business Manager and external partners have a led a number of training courses to ensure these new polices and procedures are disseminated down to middle leadership and delivery staff.

Finance

The Trust once again had a very strong financial year, increasing income from £767,400 in 2016/17 to £797,343 in 2017/18 and increasing our full-time staffing levels to 20, which in turn reflects positively on our geographical footprint and the number of participants we can positively influence.

As discussed, this year the Trust have invested heavily to make sure we are in the best position we can be to access an increase in core funding from the Premier League Charitable Fund and also placing a significant focus on grant funding, to provide to new projects and services to the Preston population and help the Trust expand.

Business Development

The Trust has increased its staffing levels to 20 full time employees in the last 12 months. This year the Trust have appointed a new Assistant Head of Community and Head of Education and Health which has led to a change in structure across the Trust in regards to lines of accountability as well as focusing on building further relationships across the community and gaining insights into new project areas. Along with this, the increase in staff has allowed the Trust to have a greater influence both demographically and strategically.

The Trust has directly engaged with over 7000 people a year, across 11 different projects during 2018. The Trust has placed a significant emphasis on building new relationships with originations across Preston to help generate the PNECET brand.

This year we have built new relationships with various funding partners both locally and nationally which has resulted in a significant increase in grant income and a number of new projects starting for the Trust.

This year there will a significant focus on attempting to increase the core funding allocated from the Premier League Charitable Fund. The Trust have invested heavily in to ensuring the Premier League funded programmes are delivered to the highest quality, exceeding all the targets set by the Premier League.

Performance against Strategic Objectives 2017/18

1. GOVERNANCE		Update
<i>Strategic Objective - To manage the business of the Trust to the highest standards, ensuring that every necessary document is in place</i>		
<u>STRATEGIES</u>	<u>GOALS</u>	
1.1 Review all governance policies and procedures	<p>Annually review and implement Policies and Procedures: Service level agreement, Public and Employer Liability Insurance, Board of Trustees Report, Health and Safety documents, Equality and Diversity, Recruitment and Safeguarding, HR and Employment, Data Protection and Financial Management, Volunteer Policy, Audit process, Fraud Policy and Fundraising Policy</p> <p>Fulfil all Charity Commission, PL and FLT commitments and capability status</p> <p>Hold bi monthly Board meetings and an AGM</p> <p>Conduct a risk management procedure across all operational areas</p>	
1.2 Produce an annual operation plans	<p>Produce a three-year Strategic Plan for Board approval</p> <p>Produce an annual Operational Plan and Budget for upcoming year</p>	
1.3 Set the highest standards of administration	<p>Monitor and Evaluate all activity</p> <p>Comply with all Regulations of all governing bodies, SLA's and contracts.</p> <p>Annually review the Standard Operating Procedures and Staff Handbook</p> <p>Continuously review and satisfy staff professional development needs</p> <p>Ensure all day to day administration of projects is accurate and up to date</p>	
2. FINANCE		Update
<i>Strategic Objective - To ensure the sustainability and growth of the Trust through sound financial management</i>		
<u>STRATEGIES</u>	<u>GOALS</u>	
2.1 To financially comply with all governing bodies	Produce Annual Accounts and Financial Management Policy and submit annual reports to the charities commission	
2.2 To adopt Financial Management policies that support a sustainable organisation.	<p>Produce an Annual budget, Management Accounts and cash flow plan for approval by the Board</p> <p>Agree and publish a policy for procurement, authority, reserves and</p>	

<p>2.3 Ensure finance stability for growth of the Trust</p>	<p>cost recovery. Produce a report and manage finances to encourage and sustain growth of the foundation</p>	
<p>3. BUSINESS DEVELOPMENT</p> <p><i>Strategic Objective - to increase the growth of the Trust through partnerships, profile and awareness.</i></p>		<p>Update</p>
<p><u>STRATEGIES</u></p> <p>3.1 Identify key strategic partners for growth</p> <p>3.2 Maintain the support of all existing partners</p> <p>3.3 Revenue generation</p> <p>3.4 Develop a communications strategy</p>	<p><u>GOALS</u></p> <p>Research community needs and potential partnerships</p> <p>Produce reports and meet with each stakeholder on a periodic basis</p> <p>Build new relationships to develop the foundation</p> <p>Explore and find and facilities partner</p> <p>Develop a Fundraising strategy</p> <p>Develop new programmes that can generate additional funds</p> <p>Maximise potential revenue from current projects</p> <p>Raise awareness of the Trust through a coherent communications and brand strategy</p> <p>Create a stronger recognition and marketing of Trust brand</p> <p>Create a more purposeful and user friendly website, newsletter and social media presence</p>	<p></p> <p>We are still working towards this target and can do more to maximise the current projects we have</p> <p>Progress being made with a new Communications Officer, but only minimal impact so far due to timing of appointment</p>
<p>4. PROGRAMMES</p> <p><i>Strategic Objective - to increase the number and quality of projects, programme and participants delivered by the Trust</i></p>		
<p><u>STRATEGIES</u></p> <p>4.1 Develop an inclusive programme</p>	<p><u>GOALS</u></p> <p>Work towards all key themes, Sport, Health, Inclusion and Education and age groups provision (e.g. walking football)</p> <p>Develop successful exit routes into professional sport for young children</p> <p>Develop successful partnership with Premier League Charitable Fund</p> <p>Expand current delivery of core programmes (NCS, Futsal)</p>	<p>Progress made in all areas except Health. This will be an area to explore next year</p>

<p>4.2 Quality assure all programmes</p>	<p>Create models of performance for delivery</p> <p>Report back on all projects delivered</p> <p>Obtain feedback from participating bodies for quality assurance</p>	
<p>4.3 Research good practice</p>	<p>Identify and adopt good practice from other Trusts and sports</p>	<p>Started, our education manager and school sport officer have both been to other clubs recently to observe</p>

2018/19 Strategic Objectives

Vision

PNECET will provide the highest quality, affordable service to all members of our local community. These services will improve lives and aspirations through health, education, sport and inclusion in Preston and Lancashire.

Representing Preston North End, will listen and provide the services needed in our local community, making Preston proud of its Football Club.

Values

PNECET works in partnership with Preston North End Football Club to:



PNECET has four priority areas of work:

- Sports Participation
- Education
- Health
- Social Inclusion

Through providing our services PNECET aims to:

- Increase participation in sports across all levels of society. Ensuring all activities are inclusive of those from underrepresented groups.
- Encourage the community to lead healthier and more active lifestyles.
- Improve the skills, aspirations and attainment of participants and/or students.
- Contribute to towards creating communities across Preston and Lancashire which people can thrive in and improve their quality of life.

Strategic Plan 2018/19

Objectives & Activities

The principle activity of the charity is to promote and develop the physical and mental wellbeing and to generally improve the conditions of life of the general public, in particular the inhabitants of the North West by the provision of, or assistance in the provision of, all types of recreational facilities including but not all limited to, Association football.

Achievement and Performance

The Trust will continue to grow in its reach and footprint across the Lancashire area, continuing to provide high quality services to the public. We will be committed to reaching the needs of the Lancashire residents, more so those who reside in Preston delivering a range of programmes and initiatives to help reach local, regional and national needs.

The Trust will continue to be the largest deliver of NCS in the North West, placing the Trust in the best possible position come 2020 when the new regional contract lead will be announced. We will continue over achieve on all of our Premier League funded programmes, ensuring we are best placed for any potential increases funding going forward.

This year we plan to expand our work into a number of areas, with health being a particular focus, we plan to launch a number of new programmes including a new trailblazing Geno-Therapy education programme, reducing re-offending (Preston Prison), armed forces, holiday hunger, mental health initiatives and many more.

Governance

The Trust will continue on its journey to improving its governance as it has done throughout 2018, making any necessary amendments from the January 2019 submission. The Trust will continue to review and expand its board, appointing the members who have the relevant skills, experiences and knowledge to guide the Trust to achieving its strategic objectives.

During April 2019 all the Trust's policies and procedures will be reviewed by the Business Manager, Head of Community and Senior Management ensuring any amendments are made from the January 2019 submission feedback and all policies remain relevant for the increase in services delivered.

Finance

This year we have a proposed income of £927,725 which will be a £130k rise on the previous year's income. This significant increase highlights the strides we have made as a Trust over the past 5 years. The NCS programme will continue to play a key role in the financial status of the Trust however with the new round of Premier League funding coming in Summer 2019 will play a significant factor in whether the Trust exceed the proposed budget target. There will once again be a focus on recruiting for both NCS and our Education programmes. Over achievement on both these programmes will ensure the Trust are best placed to bring in additional staff and/or improve these programmes. A focus area for the Trust is to improve our level of grant income, which will allow us to expand our provision into new areas and also exceed that £1million pound income target in 2019/20.

Business Development

As the Trust staffing levels continue to expand this brings with it potential concerns around the suitability of the current office space. Therefore, the Trust will continue to work with a number of key partners across Preston to identify a new office space for 2021.

The Trust will attempt to increase its staffing levels dependent on the amount of core funding received for its core projects both with the English Football League Trust and Premier League.

The Trust's Education programme lead will go on maternity leave from January to September. During this time the Trust will use this opportunity to recruit a full-time education tutor who will have a split responsibility, both tutoring on the education programme, whilst also establishing a new secondary school alternative education programme, which in turn will help generate additional income for the Trust.

Over previous years the Trust has heavily invested in Transport cost across all of its projects. This year the Trust will purchase a number of vehicles to help reduce the outgoing cost on Transport and upskill all staff to drive these vehicles.

This year the Trust will introduce the Friends of Scheme which will encourage businesses to become a recognised partner of PNECET, through marketing, co-branding and exclusive benefits that only the community department of PNE can offer. The introduction of the Friends of Scheme will help generate additional income for the Trust or potentially help reduce some of its outgoing cost through in kind contributions.

The Trust will continue to seek new business opportunities through forging new relationships with funders and partners whilst building on existing relationships.

Operational Plan 2018/19

Objective	Responsibility	Timescales	Measures	Achievement
Governance				
Review all policies and procedures and ensure they are up to date and remain relevant for activities and services delivered.	HOC Snr Management Business Manager	April 19	- Check and challenge for updates - Policies and procedures take into account all activities and services	
Continue to review and expand board of Trustees.	HOC	Dec 19	- New board members	
Compliance with all SLA's and contracts	HOC Snr Management Leadership Team	Ongoing	- As per each individual contract/SLA	
Hold quarterly Trustee meetings	HOC	Each Quarter	- Meeting minutes - Meeting dates pre-set	
Hold monthly club management meetings	HOC	Monthly	- Meeting minutes - Meeting dates pre-set	
Staff to undertake 6 weekly review meetings/six-month reviews/annual appraisals	HOC Snr Management Leadership Team	Ongoing	- Meeting minutes and feedback to Snr Management and HOC. - Review and appraisal documents completed. - Meeting dates pre-set	
Staff training days (strategy review, E&D, safeguarding etc.)	HOC Snr Management	Each Quarter	- Sign in sheets - Outcomes achieved - Certificates	
Finance				
Produces annual accounts and publish to charities commission	Accounts HOC	June 19	- Accounts published	
Produce annual budget and cash flow for the year	HOC	July 19	- Produced budget	

Produce monthly management packs for club management meetings	HOC Accounts	Monthly ongoing	- Produce management packs	
Produce quarterly finance report for Trustees	HOC Accounts	Quarterly	- Produce quarterly finance report for Trustees	
Review investment opportunities	HOC Snr Management	Ongoing	- Priorities set and investment established	
Explore new funding opportunities	HOC Snr Management Leadership	Ongoing	- New projects - Increase in grant income - Report produced	
Business Development				
Continue to improve all levels of PR/Marketing	Comms Officer	On going	- Examples produced - Increase in people accessing provisions	
Launch the Friends of PNE scheme	HOC Snr Management Comms Officer	July 19	- Business sign up to programme	
Produce up to date impact report	HOC Snr Management Comms Officer	Feb 19	- Impact report produced	
Develop, maintain and establish new partnerships	HOC Snr Management Leadership Team	On going	- List of new partners - New initiatives/projects	
Continue to strengthen partnership with parent club	HOC Snr Management	On going	- Communication - Visual presence around the office	
Increase workforce to align with strategic objectives/plan	HOC Snr Management	Dec 19	- Appoint new staff	
Continue with plans/discussions for new office facility	HOC	Dec 19	- Continue discussions and plans	

Programmes				
Meet all requirements for each programme delivered	All Staff	Dec 19	- Targets met	
Development of core programmes providing additionality	Snr Management Leadership Team	Dec 19	- Create opportunities to develop core programmes - Effective management of programme staff.	
Reduce the requirement of casual coaches	Snr Management Leadership Team	Jun 19	- Reduce casual expenditure and convert to FT hours	
To develop/launch programmes in the following areas: - Geno Therapy - Preston Prison - Armed Forces Holiday Hunger - Mental Health Initiative	HOC Snr Management	July 19	- Launch of programmes - Development ideas with relevant teams	
Quality Assurance	Snr Management Leadership Team	Dec 19	- All delivery to align with quality assurance plan	

This Strategy document is supported by the Trust's operating policies and procedures which govern the services and activities of the Trust. The Policies and Procedures are listed below:

- Code of Conduct
- PNECET Strategy 2017/19
- Employee Handbook
- Equality and Diversity Policy
- Health and Safety Policy
- Safeguarding Children and Young people Policy
- Safeguarding Vulnerable Adults Policy
- Trustees Expenses Policy
- Conflicts of Interest Policy
- Disciplinary Policy and Procedure
- Grievance Procedure
- Grievance and Whistleblowing Procedure
- Training and Workforce Development Policy
- Volunteer Policy
- Fundraising Policy
- Financial Controls Policy
- Equal opportunities Policy
- Inclusion and Anti-Discriminatory Mission Statement
- IT and Computing Policy
- GDPR Data Protection Policy
- Risk Management Policy
- Monitoring and Evaluation Performance Policy
- Communications and PR Policy

Review of Strategy

During 2019 PNECET will undergo a strategy review exercise with all PNECET staff, stakeholders and participants. This exercise will help encompass the views and thoughts of all the above to help guide our strategic direction for the years to come. During this process board members will be invited to be a part of a number of the working groups to help gather a greater understanding of how the strategy has been developed.