

Mansfield Town

Football in the Community



Business and Strategic Plan

2021 – 2024

V2.0

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1 Document Control

1.1 Version Control

Vers	Date	Description	Sections Changed
1.0		First version	All
2.0	February 2021	Review and rewrite	All

1.2 Authorisation

Name	Role	Date	Signature
Mark Hemingray	Head of CCO	25/02/2021	
Andrew Saunders	Chair of Trustees	25/02/2021	

1.3 Policy Review

Name	Role	Date	Date of next review	Season Applicable
Mark Hemingray	Head of CCO	20/02/2021	Annual review on 20/02/2024 or following a major incident, organisational or legislative change	2021-2024

2 Executive Summary

As the work and impact of community schemes linked to professional football clubs continues to grow significantly in scale and increase in profile, MTFC FITC remains in a strong position to develop. We have always been able to engage hard-to-reach groups, based on our connection to Mansfield Town FC. Based on many years of success, collaboration with partners and our track record, the quality of our delivery remains strong.

Our committed and highly trained staff, along with the connection to MTFC, will continue to engage and provide profile. In addition to this, we will use our own community-based reputation to reach deeper into local communities as we expand what we offer to ensure we work with as many different groups as possible. We remain honest, loyal and work hard. Our vision, mission and aim are:

Vision – Great Football Starts Here!

Mission – To change the lives of our local community through the power of football.

To use MTFC's reach and appeal to improve people's lives across Mansfield, Ashfield and Bolsover. We use the power of professional football to unite and the track record of MTFC FITC's coaches to engage people of all ages and abilities in sports and physical activities. We are continually developing, based on our changing local landscape and design relevant projects to deliver real impact.

Aim - To provide high quality, life changing opportunities through sport and physical activity, improving people's health, education, confidence and skills, increasing positive behaviours and bringing enjoyment to the people we work with. To use the power of professional football and sport to engage with the local community.

Focus - Our key focus is on areas of health, education, social inclusion and aspiration, delivering successful projects through our ability to increase sports participation and physical activity. In addition to our core work, we want to change lives and constantly seek out new opportunities, new projects, new ideas, new methods and new funding. We will build on existing partnerships and create new ones.

Development - We continue to develop our range of programmes, which include Premier League programmes targeting children and The National Lottery funded projects targeting men's mental health, isolation and social inclusion. We deliver education programmes and plan to reintroduce NCS to teenagers. We have a range of paid-for services which supports our income generation meaning we have a mixture of restricted and unrestricted funding, ensuring our financial sustainability. These include traditional community services including matchday activities, mascots, birthday parties, trips, holiday clubs and walking football. We intend to keep developing what we offer to meet the needs of local people.

Environments - We continue to create positive, welcoming environments, which attract participants from across Mansfield, Ashfield and Bolsover's communities. We have the ability to create a rapport with all the groups we work with, bring people together, remain understanding and specifically want to work with people who are most in need of our help. We use our track record to develop our organisation, attracting new partners and funding. We seek new opportunities using our connection to Mansfield Town FC.

Football Family – we work alongside all key football partners to ensure we are fit for purpose, are supportive of the industry's wider aims and objectives, especially supporting the Premier League's agenda of remaining "world class".

Staff and structure – we have a dedicated, motivated and experienced team with key, experts in specific positions. Staff work together to deliver projects' outcomes in a co-ordinated manner, monitoring and evaluating their work based on our established framework. This enables us to demonstrate impact and secure funding from current and new funders who are confident in our ability to deliver our outcomes.

Delivery – this continues to be a strength as we aim to deliver high quality at every activity we organise. We have many years' experience within the team and are considered to be polite, friendly, hard-working, supportive, enthusiastic and motivating by our participants, while remaining reliable, organised, calm and professional at the same time. Based on our expertise, training, innovation and the welcoming environments we create, we cater for our core market but continue to reach out to the wider community, so they become more involved in our work. One of our core strengths is our ability to listen to others, solve problems, develop new ideas and provide and take advice in the sector we work in.

Partners – this list continues to grow based on local, community work and partnerships, as well as wider, national initiatives involving the football family, government departments and national charities. This strategy has proven to be invaluable and is paying off, as we are approached by these organisations to continue to deliver work in challenging communities.

Marketing – this is an area of our business which continues to grow based on the need to raise our profile, attract new participants and work with hard-to-reach groups. For each piece of work, we produce a marketing plan describing what we aim to achieve and target messaging to specific groups. Material includes impact reports, films, project promotion, media releases or other marketing. We have a strong brand, powerful messages and are able to demonstrate our impact and outcomes. Using social media, our website and Mansfield Town's media team, we are able to communicate key messages widely and effectively.

Business planning process – to write this business/strategic plan, we consulted staff, partners, trustees and the wider community. This has enabled us to articulate our plan, based on co-production, which is a key focus of all community sports work. The government, DCMS, Sport England, Football Foundation, Premier League, The FA and other key funders expect organisations they work with and fund to work this way. The aim is to provide sports and physical activity projects that the whole community want to take part in. This means creating bespoke projects for individual groups, based on the barriers they face, their motivations and what they hope to achieve. This has enabled us to highlight specific areas for development and identify other areas of consolidation.

3 Background: About Mansfield Town Football in the Community (MTFC FITC)

MTFC FITC is an independent charity, which is connected to Mansfield Town Football Club (MTFC). All our work is linked to our charitable aims and objectives, which state that our work must target local inequalities in Mansfield and surrounding areas, including some of the most deprived communities in the UK.

We improve people's health, confidence and skills, increase positive behaviours and bring enjoyment to the people we work with. As an organisation, we represent the communities of Mansfield, Ashfield and Bolsover, bringing people together through our involvement with professional football. We provide services which

many people would expect, but we are much more than this. We act as role models, teachers, mentors, fitness instructors, team builders, health and support workers, and inspirations. As a result of our credibility and position as one of the most famous organisations locally, which is part of the fabric and heritage of the area, we are uniquely placed to break down barriers, win people's trust and make a difference. As a charity, we see it as our duty to use our position for the benefit of the whole community.

Our key strengths, experience and skills are built around our organisation's uniqueness and connection to MTFC. MTFC FITC are able to attract, engage and retain service users on a wide range of targeted projects. Our delivery style is fun, informal and welcoming. We are able to bring people of all backgrounds together and deliver group activities which improve communication, confidence and teamwork. All these elements help individuals to feel part of the MTFC FITC family, which enables us to achieve our projects' wide-reaching outcomes.

We are expanding the number of areas we work in. This includes new participants and new target groups, such as NCS and mental health. We expect this strategic planning to enable us to become more robust, resilient and future proof.

To achieve our vision and mission, as well as to tackle 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
- Health – Promote healthy behaviours, empowering people to take control of their own health and wellbeing
- Education – Inspire learning and personal development to raise aspirations, attainment and achievement
- Inclusion – Provide opportunities for people and communities that face common barriers

As part of this work, we have worked hard to clarify and define who we are and what we do in a changing landscape. We have tried to define who we are, what we aspire to be, what we would like to achieve and what we believe.

MTFC FITC's vision

Great Football Starts Here!

MTFC FITC's mission statement

Changing Lives Through The Power Of Football

Our mission is to use MTFC's reach and appeal to improve people's lives across Mansfield, Ashfield and Bolsover. We use the power of professional football to unite and the track record of MTFC FITC's coaches to engage people of all ages and abilities in SPA. We are continually developing, based on our changing local landscape and design relevant projects to deliver real impact.

MTFC FITC's aim

To provide high quality, life changing opportunities through sport and physical activity, improving people's health, education, confidence and skills, increasing positive behaviours and bringing enjoyment to the people we work with. To use the power of professional football and sport to engage with the local community.

What we do

We make things happen and engage even the hardest-to-reach individuals. Our key focus is on areas of health, education and social inclusion, delivering successful projects through our ability to increase sports participation and physical activity.

Where are we going?

We want to change lives and will constantly seek out new opportunities, new ideas, new methods and new funding. We will build on existing partnerships and create new ones.

Objectives:

- Strategic decision making
- Informed business planning
- Clearly defined organisational structure
- Well managed financial stability
- Well governed
- Strong leadership and management
- Well run and high performing
- Motivated, continually developing workforce
- Strong links with Mansfield Town FC
- Strong, innovative, impactful projects
- Clear, eye-catching marketing communications
- Well managed reputation
- Culture of monitoring, evaluation and insight
- The highest standards of safeguarding
- Stakeholder satisfaction
- Supporting Mansfield, Ashfield and Bolsover's communities

Values

- **R**eputation of being a great place to work and thrive
- **E**ncouraging participation
- **S**ustain learning and innovation
- **P**rofessional, honest, trustworthy in all that we do
- **E**quality, diversity and inclusiveness
- **C**reate a high quality environment that leaves a lasting impression
- **T.R.U.S.T.** our company slogan:
 - T**eamwork
 - R**espect
 - U**nderstanding
 - S**upport
 - T**ake Part

Environments

The consistent theme through all our work is our desire/ability to create environments where we can provide support and individual attention, so everyone can flourish (especially those who are most in need). All our work is inclusive and accessible. We specifically target challenging issues and environments in areas where many organisations choose not to work. We deliver projects in communities where there is deprivation, crime, health inequalities, poor community cohesion, educational attainment, and low employment rates.

We seek to make a genuine difference and believe we should reach out to the most vulnerable members of society to ensure they feel part of MTFC's family. In all our work, we co-produce and co-design projects based on the needs of potential users and ongoing consultation. This way, we ensure the project is targeted and fit-for-purpose.

This impacts positively on physical and mental health, community cohesion and social inclusion. Based on MTFC FITC's unique position, we use our credibility to increase and improve:

- Health – by promoting healthy behaviours, we create the right environment for targeted groups using structured exercise support. As a result, we empower people to take control of their physical and mental health and wellbeing
- Social inclusion – by providing opportunities for people and communities who face common barriers, especially excluded, disadvantaged and hard-to-reach groups
- Sports participation - by engaging people of all ages and abilities, increasing active lifestyles, and making a positive difference
- Education - by inspiring learning and personal development, raising aspirations, attainment, and achievement.

Track record

We have a track record, of over thirty years, of delivering social outcomes for hard-to-reach groups. Having initially started as an organisation which delivered sports and physical activities for these groups, we have been shaped by responding to need within our communities to deliver a range of social and physical activities. This means we have developed and grown to meet the needs of our local communities, targeting disadvantaged areas where we can make an impact.

We already deliver work which impacts on people of all ages, abilities, disabilities, backgrounds, both male and female. We have a track record of using activities to deliver key messages in other areas than health. This includes (but not exclusively) education, social inclusion, crime reduction, etc. Research demonstrates the benefits of this dual approach – SPA and message delivery in a more relaxed, less formal environment.

Our track record in this broad range of projects demonstrates why we are well-placed to deliver our interventions. The breadth of our offer means that people from across the area are aware we can deliver projects that have a positive impact across many issues. The outcomes we achieve, the range of SPA we offer already and the friendly environments we create mean we are able to engage even the hardest-to-reach.

In 2019, MTFC FITC worked directly with over 10,000 beneficiaries across all our projects in dozens of schools as well as broader work. Our broad range of programmes ensures we have a trusting relationship with thousands of other adults and parents across Mansfield, Ashfield and Bolsover.

Most of our participants **ARE NOT** MTFC fans, so our track record in this area ensures all people feel comfortable to take part. As a result of these projects, we have a significant reach into the local community across all geographical areas. Many people have limited interest in football and MTFC, however they are aware of the difference we make to people's lives. Most people are more interested in the positive activities that we deliver rather than the club we represent. However, our connections to MTFC is to our advantage when dealing with people who are MTFC or football fans.

Based on the wide range of projects that MTFC FITC already deliver, we know that we are able to attract people from all walks of life, all ages, abilities and disabilities, religions, ethnicity, backgrounds and different genders. We have delivered many successful interventions, specifically targeting and attracting a range of groups including people from extremely disadvantaged backgrounds living on limited resources, young people at risk of being involved in crime and antisocial behaviour, primary school children, people with disabilities and various mental health interventions, people with unhealthy lifestyles, among others.

Mansfield Town FC (MTFC)

We will work to ensure that we remain rooted in our community and continue to deliver life-changing work, using MTFC's brand to achieve this. MTFC FITC has maintained a strong working relationship with the owner and board at the football club, meaning we are based at Field Mill and will continue to be so, meaning we can liaise with club staff whenever necessary. We use the club's training facility whenever possible and work with the club to ensure as many player appearances as possible and work together to promote E.D.I. and special events.

4 The Changing and Challenging Environment We Work In

In recent years, the charity sector has continued to remain a competitive and, sometimes, volatile environment. With several negative incidents, most notably high-profile media stories about the Kids' Company and Oxfam, charities are under greater scrutiny more than ever before by the media and the public. In addition to our ultimate ambition, which is to provide positive, high quality, safe experiences for all our beneficiaries, we are going to focus on our governance and the board for the next three years, along with our financial performance.

Governance and board

Every year, MTFC FITC works in collaboration with the PLCF (Premier League Charitable Trust) and the EFLT (English Football League Trust) to ensure it meets the highest industry standards. This is known as Capability Status within the football industry. The PLCF and EFLT only fund organisations who meet their "world-class standards". As such, we benefit from working closely with both high-profile organisations who ensure that professional football Club Community Organisations (CCOs) meet the required standards in a range of areas.

MTFC FITC have met these required standards and work with both organisations to ensure a process of continuous improvement. This is a rigorous assessment process, carried out by KPMG – a global, market leader in auditing, tax and business advice. We work continually on our Capability Status throughout the year

to maintain this “kite mark”. Working with these leading organisations has a knock-on effect for our reputation and provides MTFC FITC with opportunities, which we will take advantage of.

Areas we are assessed on fourteen areas which include structure, affiliated club, governance and board, people, strategy and implementation, safeguarding, finance, equality, diversity and inclusion (EDI), data protection, risk management, health and safety, incident reporting, communications and impact. All this is updated on an ongoing basis to ensure we are fit-for-purpose and future proof all our operations and business activities. See Capability Submission for further information.

We have an independent board of trustees who lead our organisation and have been recruited based on their skillsets.

5 Strategic Links

As a CCO, our work links strategically with the work of key football partners such as the Premier League, EFL Trust, The FA and the Football Foundation. Our work is also closely linked to the work of Sport England. We are already aligned with these key organisations and support them to deliver their aims through our work. Details of each organisation’s strategic aims are below:

The Premier league’s vision is “through participation and opportunity, we inspire and connect with local and global communities.” The PL’s aims are to:

- Use our ability to connect to help young people realise their potential
- Inspire ambition in communities and schools
- Support young people to improve their skills on and off the sports field
- Invest in facilities and create opportunities in high-need areas

The vision for the EFL Trust’s Strategy (2019-24) is “stronger, healthier, more active communities” and its mission is to achieve three aims:

- To build stronger communities
- To improve physical and mental health and wellbeing
- To raise aspirations and realise potential

The FA is a not-for-profit organisation which gives back all the money it makes to football. The FA spends its money on facilities, clubs and coaches, supporting 50 county FAs, over 22,000 clubs and nearly 90,000 teams to ensure football is safe, fun and accessible For All. The FA has recently launched its new strategy *Time for Change* (2020-24).

Vision: Unite the game, Inspire the nation

Mission: Change the game to maximise its impact. Serve the game to deliver football for all.

The Football Foundation “create vibrant community hubs, which benefit wider society that go beyond sport. Many people are also improving their physical and mental health, gaining qualifications and career experience, and learning many other life skills.” The Football Foundation’s aims are to:

- Improve facilities

- Create opportunities
- Build communities

Sport England's recently released strategy *Uniting the Movement* (2021-31) sets out the key changes they plan to make. SE have identified five key issues:

- Recover and reinvest
- Connecting communities
- Positive experiences for children and young people
- Connecting with health and wellbeing
- Active environments

Their four values are collaboration, inclusion, ambition and innovation.

Their three key objectives are:

- Advocating for movement, sport and physical activity
- Joining forces on the five big issues
- Creating the catalysts for change

Our work also helps to meet the targets of several local and regional strategies.

6 Implementation

All our work is inclusive and accessible. We seek to make a genuine difference and believe we should reach out to the most vulnerable members of society to ensure they feel part of MTFC's family, including non-football fans. We already deliver work which impacts on people of all ages, abilities, disabilities, backgrounds, both male and female.

All staff receive ongoing professional development, ensuring they meet the social and sporting outcomes our work is designed to achieve.

MTFC FITC's Structure and People

We continue to evolve as an organisation, meaning we have engaged a number of different organisations and staff to support our work. Currently, we have a Head of CCO (Club Community Organisation) who is supported by twelve members of staff.

We continue to ensure that staff benefit from continuous professional development and are kept up to date with the latest industry developments. In 2021, staff include:

- Head of CCO
- Community Manager
- Assistant Community Manager
- Administration and Accounts Manager
- Education Officer
- Safeguarding and Activities Co-Ordinator

- Media and Communications Officer
- Business Development
- Lead Coach
- Inclusion Officer and Coaches

Continuous professional development support is offered to staff formally and informally. This includes performance appraisals, one-to-ones, various meetings (full staff, lead coaches, coaches, individual teams). Additional support includes debriefings and regular contact with managers who are available to offer advice and guidance.

Staff receive continual training and development, keeping them up-to-date with the latest developments in facility management, sports coaching, legal issues, H&S, additional sports, newly introduced projects. Compulsory training includes: DBS checks, Emergency Aid, Safeguarding Children, Coaching people with disabilities, Recognising / responding to safeguarding issues (bullying), etc.

Intensive, continuous, in-house training provides support for all staff. This includes refreshers, changes and updates, which generate new ideas. We carry out ongoing training for individuals, as appropriate.

7 Equality, Diversity and Inclusion

MTFC FITC exists to improve life for everyone in the local area regardless of the nine protected characteristics:

- age
- gender reassignment
- pregnancy and maternity
- religion or belief
- sexual orientation
- disability
- marriage and civil partnership
- race or
- sex

As the largest provider of charitable sports and physical activities in Mansfield, Ashfield and Bolsover, we have a critical role to play in bringing people together and to create an inclusive, diverse, thriving community.

For the most deprived populations like ours, there is a greater need for our services than elsewhere. The pandemic has emphasised this, having a significant and imbalanced impact on local people. We expect that, as a result of local disadvantage, those furthest behind will be hardest hit. Without action, inequalities will become worse instead of better.

Black people are often underrepresented in clinical trials of new cancer drugs, and Black researchers are underrepresented in our research community across all levels – and experience racial discrimination throughout their careers. This must change.

Not just because it's the right thing to do, but because this is how our scientific community will flourish.

At MTFC FITC, we are led by our shared ambition to reach out to as many people as possible in our area. We will not succeed unless we focus hard on where we can make the greatest impact, and unless we maximise our effectiveness in our planning, culture and operations.

We realise that our responsibilities are broader than the context of delivery. We must also consider our responsibility as an employer, as a charity and as a group of individuals. The events in 2020 have brought issues of inequality into sharp focus for all of us. In many ways, it is a very different world to the one we lived in a year ago. As a charity, we have a responsibility to step up.

We will:

- address inequalities across our operation and management, reaching out to participants, staff, trustees, partners and wider stakeholders from across the community, of all backgrounds, sexualities and cultures, both able-bodied and disabled.
- Apply for funding to support members of our communities whatever their background.
- Commit to having more diversity across our people and our leaders, to make sure that we have a breadth of skills and perspective, and that our leaders represent the communities we operate in
- be inclusive in how we make decisions and how we engage our staff, supporters, trustees, communities and volunteers

We must be an anti-racist charity, and challenge racism and discrimination in the scope of our work. We will be accessible, treating people with dignity and respect. We will only be successful if we are open to learning and improving, deepening our understanding constantly.

We are proud of the progress we have made in this area in recent years, especially with regard to the female members of our workforce. We will continue to explore if there is underrepresentation in our work and how we can help address any lack of diversity. We understand that there is still more that we could do to identify and act on local inequalities.

This is the first time we have brought all our EDI work together in one place, but we are committed to change and progress.

EDI Vision

Our vision is to create a charity where everyone feels like they belong, benefits from and participates in the work we do.

Strategic Priorities

1. Reduce inequalities through our work and in partnership with others.
2. Develop a more diverse and inclusive organisation across all areas of our work.
3. Build an inclusive and diverse culture for all our people – staff and volunteers – so they can succeed and feel like they belong.
4. Achieve diversity across our governance, advisory and leadership structures making sure decisions are made in an inclusive way.
5. Engage with people in ways that are inclusive, relevant and accessible.

Principles

1. We will become an anti-racist charity and challenge racism and discrimination in the scope of our work.
2. We will work collaboratively across the charity and with other likeminded organisations to achieve our vision.
3. We will become an accessible charity that treats people with dignity and respect in every interaction.
4. We will use our influence to promote equality and inclusion internally and in our work with others
5. We will continuously improve, adopt best practices and learn from others.
6. We will collect data where we do not have it, to deepen our understanding of our audiences and better inform our work.

8 Impact – Monitoring and Evaluation (M&E)

We will continue to use the power and brand of MTFC as a vehicle to create, potentially, life-changing opportunities for a wide range of special populations. Due to the competitive nature of charity work and the number of people we work with, the need has never been greater to have an effective M&E strategy in place. With each project having different aims, objectives and outcomes, having a clear, defined structure in place will ensure our M&E is effective and demonstrates our impact. M&E needs to be coordinated effectively for several reasons:

- To meet funder and stakeholder requirements – most funders ask for specific project outcomes to be set and ensure these are reported on throughout the funding period. Managers and delivery staff know what data and information to collect, how to collect the information, how to record the information and how often this information needs to be collected.
- To meet internal targets and outcomes – we are interested in the work we deliver and the impact that we have on the populations we engage with, which allows us to work more effectively and efficiently towards our programmes' goals and objectives.
- To prove impact – having accurate data at our fingertips allows us to use this in several formats. Managers can use the data at presentations and meetings with future, potential funders. We are able to use the data within any documents that we publish going forward i.e., Annual Reports, as well as using any particularly impressive data in press releases, media articles etc. Regularly recording case studies and real-life examples from our projects, provides us with a library of content to use as future press releases, articles on the website, reporting to funders etc.
- Promotion – having data for all projects allows us to review the performance of each project, providing the opportunity to put processes in place to increase promotion and engage new participants onto projects if necessary.
- Limited funding – competition for public funding is growing, further limiting opportunities. We need to be able to prove why we should be funded rather than other organisations we are competing against. We need to prove our impact using impressive statistics to provide an evidence base that shows value for money.
- Organisational benefits – we have clearly defined roles and responsibilities regarding M&E which enhances the success of this work, engages staff and integrates M&E into their jobs.

By developing a strategy and consistently collecting basic information from project participants, we will be able to evidence our social return on investment (SROI) for the work that we deliver, strengthening our chances of securing future funding. The M&E Framework outlines:

- who is involved in the M&E process
- what their roles and responsibilities are
- the bigger picture, identifying who the information is shared with

Our aim is to utilise Substance Views for mass data collection. Collecting five key pieces of information from every participant for every project:

- Name
- Date of birth
- Gender
- Ethnicity
- Postcode

We can upload case studies, photos, videos and produce targeted reports, drilling down to identify usage trends. We will ensure all qualitative information is recorded and saved, so we can understand how we have achieved outcomes. This ensures there is a greater emphasis placed on detailed reporting and a consistency with our data collection, making it easier to collate statistics for future impact reports, press releases, monitoring reports and for our own interest and internal use. The long-term objective is to be able to use this information to work out our SROI. For us to be able to do this, we need to collect data on an ongoing basis.

Project Managers are the point of contact for staff to ensure accurate reporting and project registers are being uploaded to Views on a regular basis, as well as any project specific targets and outcomes.

This will enable us to increase participation, improve marketing campaigns, internal staff communications and increase internal collaboration, meaning we maximise our understanding of potential opportunities and outreach work. We will understand the impact we have on communities based on immediate, real-time information and reports. The system enables us to extrapolate usage and visits, forecasts revenue generation, based on current usage, enabling us to stay on top of business planning and sustainability issues.

9 Marketing Communications

Through strategic, integrated marketing activity, MTFCFITC will deliver various, ongoing marketing and advertising activities, targeted towards the community user groups that we work with. Our work will be heavily promoted through various promotional campaigns. This includes:

Events

- Attendance at high footfall, local events in Mansfield, Ashfield and Bolsover to promote projects
- Public engagement events to retain public interest, e.g., local FA, schools and community groups meetings
- Beginners' sessions and taster days

Digital

- Significant social media campaigns will be run to support building "warm" digital audience segments who can be readily engaged
- Ongoing films, case studies after launch
- Targeted emails
- Website

Print and PR

- We will promote projects and facilities with leaflets, proximity adverts and promotional material in relation to football and multi-sports opportunities
- Leaflets, flyers, banners and proximity advertising in high-priority locations highlighting project benefits to target audiences
- PR opportunities engaged at key points

Outreach

- Ongoing discussion and consultation with user groups to assist programme development
- Visits, engagement days, taster sessions and demos in schools, colleges, local community groups etc.

All partners and funders' logos and contributions will be used wherever appropriate to ensure they receive recognition for the work they have funded and are involved in.

10 Working in Partnership

At MTFC FITC, we work hard to ensure we are connected to key strategic organisations and decision-makers. As such, we continue to network and raise awareness of our activities and impact. We align our work to local priorities which have been identified through insight and close work with our partners.

We realise our work is complex, requiring specialist expertise to ensure positive impact and social change. Therefore, we work with expert partners and enables us to use their expertise if there are specific issues where we need specialist advice. We are members of numerous steering groups and are a key provider of a range of activities. Over time, we will continue to expand our list of partners, which currently includes:

- Mansfield Town FC
- Premier League
- Premier League Charitable Fund
- EFL
- EFL Trust
- The FA
- Football Foundation
- PFA
- Sport England
- Nottinghamshire FA
- Mansfield District Council
- Nottinghamshire County Council
- Police
- The Lottery Community Fund
- Nottinghamshire Healthcare Trust
- Nottingham University
- Mind
- NCS Trust
- Stags Supporters' Association
- Teachers UK
- League Football Education
- Everyone Health

11 Appendices

Ansoff Matrix

<p><u>Current work, current market</u></p> <p>Premier League Primary Stars (activities include PE lesson delivery, PSHE, Maths and English delivery, Social action projects and Dinner & afterschool clubs) – Primary schools.</p> <p>50/50 Penalty Shootout/Social Action – Primary schools.</p> <p>Premier League Kicks (activities include social action projects) – teenagers 13+ (tackling anti-social behaviour).</p> <p>LFE B-TEC level in sport – 16–18-year-olds.</p> <p>Birthday Parties – 5–15-year-olds.</p> <p>Saturday Clubs – 5–15-year-olds.</p> <p>Mascots – 5–15-year-olds.</p> <p>Half time Entertainment – Primary schools and grassroots clubs.</p> <p>Wildcats – Girls 5–12-year-olds.</p> <p>Walking Football – Males 45+.</p> <p>Active Minds Chat – Males living with dementia and mental health/social isolation.</p> <p>Active Minds Sport – younger people living with mental health issues.</p>	<p><u>Current work, new market</u></p> <p>Premier League Primary Stars – New schools, increasing number of children and teachers engaged.</p> <p>Premier League Kicks – Engaging with new teenagers (13+), from areas not previously delivered in before through the project.</p> <p>Birthday Parties – 5–15-year-olds re-establish pre-Covid number, increasing total numbers and female participation and children with disabilities.</p> <p>Saturday Clubs – 5–15-year-olds re-establish pre-Covid numbers, increasing total numbers and female participation.</p> <p>Mascots – 5–15-year-olds re-establish pre-Covid numbers, increase total numbers and female participation and children with disabilities.</p> <p>Half time Entertainment – New primary schools and grassroots clubs, re-establish pre-Covid numbers, increase on boys and girl teams’ participation.</p> <p>Walking Football – Females 45+.</p> <p>Active Minds Chat – Females living with dementia and mental health/social isolation.</p> <p>Active Minds Sport – Females and increasing numbers of participants on a whole.</p>
<p><u>New work, current market</u></p>	<p><u>New work, new market</u></p> <p>YPF partnership - activities based around improving teenagers’ health and wellbeing and tackling anti-social behaviour. Teenagers 13+ from targeted areas (Bellamy Road Estate and Bull Farm Estate).</p>