



Strategy Document



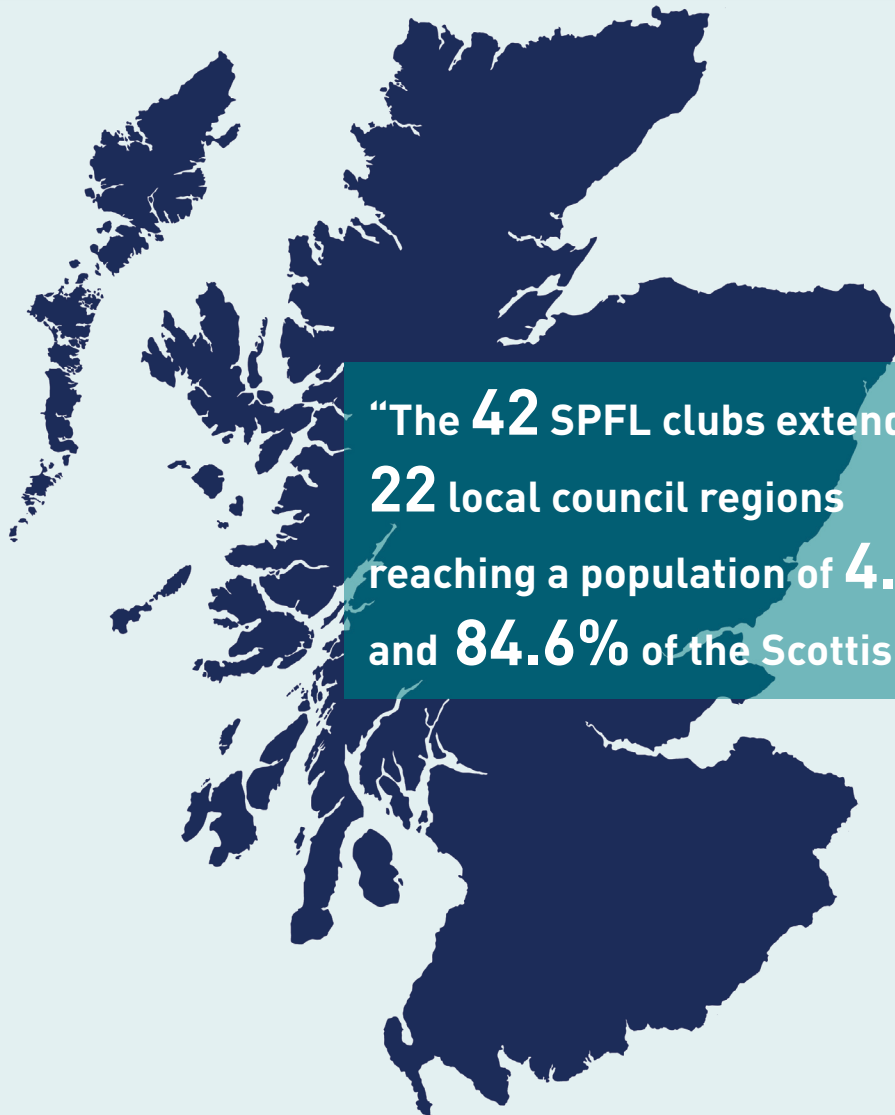
Five-year plan 2016-2021

Scottish Professional Football League Trust

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Contents

Introduction	3
Background	4
Current operating context	4
Our Purpose	5
Our Vision	5
Our Priorities	6
We will	7
We believe that	7



“The 42 SPFL clubs extend into 22 local council regions reaching a population of 4.48 million and 84.6% of the Scottish population.”

Introduction

In 2009 the Scottish Premier League Trust was established to coordinate and seek funding for community initiatives across the 12 SPL clubs. In 2013 league reconstruction brought together all 42 professional football clubs in Scotland under one entity – the Scottish Professional Football League.

As a result, the SPL Trust became the Scottish Professional Football League Trust with the remit of engaging with all 42 professional football clubs in Scotland. The Trust has secured funding for initiatives delivered at football clubs and has supported capacity building to help increase their ability to deliver community engagement programmes.

This document sets out our strategy and priorities for the next five years, how we will work with clubs and partners and the aspirations and challenges they face in improving outcomes for their communities.

To inform this process the SPFL Trust established a successful programme of All Club Community meetings. Self-assessment included distribution and completion of a questionnaire to all clubs and our Board participated in two externally-facilitated sessions to agree strategic objectives, vision, mission and values.

As a result, we can now specify how we can assist in the delivery of National Strategic Outcomes, in particular those around a Healthier, Smarter, Safer & Stronger and Wealthier & Fairer Scotland.

We recognise that Scottish football has huge potential to deliver within these objectives and we see particular strength in the following areas:

HEALTHIER – Improving Health & Improving Opportunity

SMARTER – Early Years, At School and Skills for Scotland

SAFER AND STRONGER – Tackling Crime, Causes of Crime and Strong Communities

WEALTHIER AND FAIRER – Growing the Economy and supporting Public Services

The framework also sets priorities for our annual business plans and how we will deploy resources to support clubs and their partners to address these challenges.

The SPFL Trust will mobilise resources to ensure that the widest range of support is available to clubs, their Charities/Trusts/Foundations and the communities they serve.

We are a small, flexible and supportive charitable organisation. We receive a small management fee from any project-based grant funding secured by us.

Background

HISTORICALLY, SCOTLAND'S FOOTBALL CLUBS WERE MASSIVELY UNDERUSED AND ONLY ACCESSIBLE TO THE PUBLIC EVERY TWO WEEKS FOR A HOME GAME.

In recent years, community activity through SPFL clubs has increased and has demonstrated that professional football clubs deliver activities that address social issues.

As clubs engage increasingly with community work, they use football to assist people in their locality overcome personal barriers. Clubs secure funds to deliver community initiatives far beyond their traditionally constricted vision.

The most significant development has been the increased capacity of football to help people in local communities - those who are often the most

difficult to reach – confront life changes.

Challenges however, have included –

- The prior reluctance of club boards to invest in areas outwith first team activities
- The (false) public perception that football has 'loads of money' and can do everything for free
- The ability to access grant funding, most of which is only available to registered charities
- Football clubs increasingly seek to set up charities to deliver community activities. The governance of these charities is regulated by Office of the Scottish Charity Regulator (OSCR).

Current operating context

SPFL FOOTBALL CLUBS CURRENTLY HOST 18 CHARITIES - AND MORE ACHIEVE CHARITABLE STATUS EVERY YEAR. THIS IS A MODEL THAT SPFL FOOTBALL CLUBS INCREASINGLY ASPIRE TO AND ONE THAT THE SPFL TRUST FAVOURS.

It is now evident that, allowing for varying capabilities, 42 clubs have an appetite to do more within their communities and recognise that they have a Unique Selling Point when it comes to delivering community programmes.

The creation of the SPL Trust in 2009, and its expansion in 2013 as the SPFL Trust, presents an unrivalled opportunity to work with SPFL clubs to deliver National Strategic Outcomes at a local level.

The League Cup funding initiative delivered to 40 of Scotland's professional clubs along with Future Jobs Fund roles and the internationally-renowned Football Fans in Training programme – demonstrate the SPFL Trust's ability to secure, manage, distribute and report on large funding grants.

The SPFL Trust now seeks to ensure strategically focused progress over the next five years to meet the needs of communities, clubs, funders, local and national government.

We recognise the need -

- **To support clubs to develop community activity**
- **To broker opportunities for clubs and their community arms**
- **To connect key partners such as the Scottish Government to utilise clubs to deliver national outcomes**

Our new strategic plan aims to secure the SPFL Trust's pivotal role to address social issues, influence change and ultimately deliver wider outcomes, unique to football.

A set of key values underpin our work.

OUR PURPOSE

To use football's unique presence to assist Scotland's people to achieve their goals and improve their life chances.

Professional football clubs work directly with local communities.

We work in partnership with external agencies to promote, support, fund and administer activities which inspire SPFL clubs to help meet the identified social needs of the people of Scotland.

OUR VISION

To work with SPFL clubs to use the unique power of football to engage with communities



OUR PRIORITIES...

Inspire SPFL clubs to meet various local community needs

- We will inspire football clubs to be progressive in community activity by demonstrating, through information sharing, how they can engage with their communities in a variety of areas.
- We will inspire clubs to work towards the delivery of wider outcomes and encourage diversity at the heart of delivery.

Build capacity in SPFL clubs to help engage with local communities

- We will proactively support clubs as they grow and develop community activities and infrastructure.
- We will help pooling of knowledge, information and networking opportunities and will work with partners to train clubs, their charitable arms and their staff.
- We will provide networking and mentoring opportunities to support peer learning and attempt to provide tangible support to clubs to ensure that their learning facilities are fit for the purposes of community engagement.

Engage with funders to facilitate national projects at local level

- We will focus on the delivery of wider outcomes and will seek to secure funding to facilitate projects at clubs across Scotland in three key areas - Attainment, Health and Inclusion.
- We will seek to deliver outcomes on education, employability, physical/mental health, wellbeing and the inclusion of marginalised groups and those who are hard to reach.

Establish relationships at national level to ensure that Scotland's professional football clubs are at the heart of the national vision to tackle social issues

- We will network with key organisations to promote community activity undertaken at clubs across Scotland. We will showcase the unique selling point of Scottish football in the delivery of wider outcomes.
- We will promote the influence of the SPFL Trust on national policy to benefit Scotland's communities and become a key delivery partner for national organisations aiming to deliver wider outcomes via SPFL Clubs.

Scottish Professional Football League Trust

WE WILL ...

- Continually enhance initiatives and services
- Lead the work of partnerships
- Broker and raise awareness among clubs of community resources and opportunities
- Provide practical support to club charities/trusts/foundations
- Support the development of sustainable strategic options
- Build positive relationships with key decision makers
- Place ourselves at the core of delivering Scottish Government outcomes using football
- Work respectfully and transparently across all activities and engagement
- Commit to and take pride in our work
- Continually listen to and learn from stakeholders to ensure meaningful and positive engagement

WE BELIEVE THAT...

- The SPFL Trust should be a key player in the delivery of national outcomes
- The SPFL Trust can combine and advocate the best approaches to community work using professional football clubs
- The SPFL Trust should lead in community development
- The SPFL clubs should engage with all areas in our communities
- The SPFL clubs offer an innovative platform from which to improve life chances in our communities
- The SPFL clubs should be all inclusive
- The SPFL clubs are uniquely placed within our communities to effect important social change



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