



**MANSFIELD TOWN  
COMMUNITY TRUST**

**OUR STRATEGIC PLAN**

**2025 - 2027**

**INSPIRE | IMPACT | ACHIEVE**



## ANDREW SAUNDERS

As Chair of Trustees, I am incredibly proud of the journey we've undertaken over the past two years. The recognition from the EFL as a dynamic and responsive organisation reflects our commitment to serving the local community in Mansfield. It has been a period of strategic growth. We have intentionally restructured and forged stronger partnerships with the football club and key local stakeholders.

Our ability to adapt, challenge traditional norms, and embrace

new ideas has been at the heart of this transformation. We have worked closely with fellow Community Club Organisations (CCOs) to share best practices and continuously improve our operating models.

The insight and support from the EFL and other CCOs have been invaluable in helping us shape a forward-thinking strategy that not only addresses the needs of today but positions us for a successful and sustainable future.

This progress would not have been possible without the dedication of our team and our innovative Board, who have made key decisions in governance and recruitment, ensuring we have the right leadership in place. We are confident that with our strategy and the partnerships we have nurtured, Mansfield Town Community Trust will continue to thrive and bring real, lasting benefits to those we serve.

### **Andrew Saunders**

Chair of Trustees  
Mansfield Town Community Trust



## DEBBIE COOK

One of the reasons that we are most proud of our Club Community Organisations across our network is due to their ability to be agile and responsive with the local knowledge to provide the right services, activities, and opportunities for the people of our EFL communities.

Mansfield Town Community Trust have taken great strides over the last two years as they built towards this new strategy, with a focus on continuous improvement for their organisation.

They have been brave enough to challenge convention. They have developed their relationships with their Club and local partners. They have restructured and re-purposed the organisation. Their Board of Trustees have been innovative, have taken advice and met with fellow CCOs to discuss best practice and operating models to ensure they can build for the future.

This strategy indicates that they clearly understand their mission and purpose and have recruited staff in key positions to deliver.

The future looks bright for the community of Mansfield Town Football Club.

### **Debbie Cook**

Director of Community  
English Football League (EFL)









# ABOUT MANSFIELD TOWN COMMUNITY TRUST

Mansfield Town Community Trust operates within Mansfield, Ashfield, Gedling and Newark & Sherwood, as well as covering many surrounding areas of Nottinghamshire.

MTFC Football in the Community rebranded to Mansfield Town Community Trust after the Covid-19 pandemic to reflect the more diverse range of activities and projects that we delivered and are continuing to deliver and grow.

After the unprecedented period of the pandemic, the Trust experienced significant change in respect to trustees, senior management, and staff.

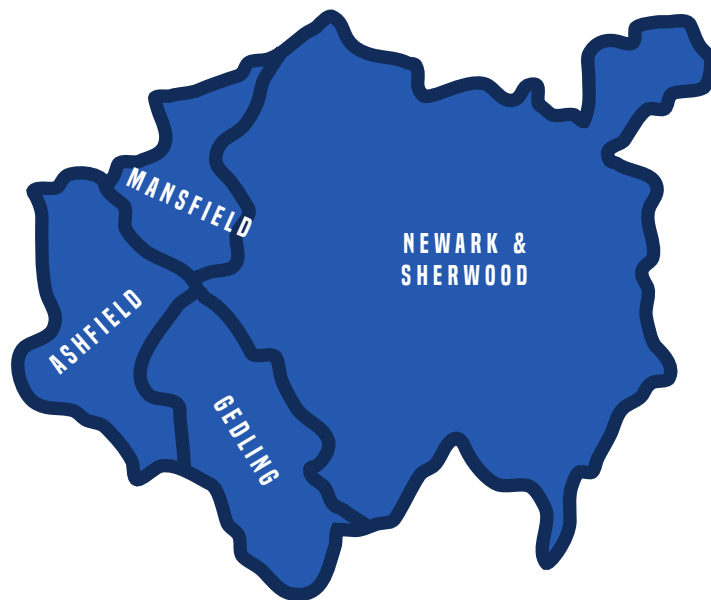
A full review of the trust operations and structure by remaining trustees and staff was undertaken and implemented. This has allowed us to be fit for purpose for the EFL, EFL in the Community, Premier League Charitable Fund and all stakeholders, inclusive of trustees, staff and our service users.

This has been undertaken over the last 18 months with the appointment of new trustees and new staff. We will be able to deliver a wider range of activities and support to incorporate the changes and needs of our community which reflects all ages, gender, ability, and social needs. We are now in a position after a successful transition period to implement our new strategic plan for the years 2025 till 2027.





## ABOUT OUR AREA



In developing a new strategy for Mansfield Town Community Trust, it is crucial for the charity to address the need for its work in national, regional, and local contexts. This includes considering the inequalities that have emerged within Mansfield and its surrounding districts—Ashfield, Gedling and Newark & Sherwood—due to Covid-19, including health, social, and economic disparities, as well as the ongoing challenges posed by the cost of living crisis.

Mansfield and its neighbouring districts face significant socio-economic challenges. For instance, some wards within Mansfield, such as Oak Tree and Bull Farm, are among the most deprived in Nottinghamshire, while areas like Ravenshead in Gedling or parts of Southwell in Newark & Sherwood rank among the least deprived. This stark contrast highlights a growing polarization within the region.



Data from the 2021 census suggests that inequalities in the area are widening, with deprivation strongly linked to lower levels of educational attainment, limited employment opportunities, and poor health outcomes. For example, residents in deprived areas of Mansfield have a lower life expectancy compared to those in more affluent parts of Ashfield or Gedling. Men in some parts of Mansfield can expect to live up to 10 years less than those in wealthier neighbouring communities.

Physical inactivity also correlates with educational and health outcomes, disproportionately affecting the most deprived communities. Many of these inequalities are inter-generational, with long-term unemployment and chronic health conditions fostering cycles of deprivation and low aspirations.



Mansfield Town Community Trust seeks to address these interconnected challenges through targeted initiatives. Our work aims to reduce the impact of inequalities and improve education, health, and economic outcomes. This aligns with the broader efforts of local authorities and community organisations in the area.

By focusing on the needs of the region, the Trust will play a pivotal role in fostering a healthier, more equitable future for all residents of Mansfield, Ashfield, Gedling and Newark & Sherwood.

## OUR MISSION

TO **IMPACT, INSPIRE AND SUPPORT** PEOPLE THROUGHOUT OUR COMMUNITIES  
USING THE INFLUENCE OF **FOOTBALL, SPORT AND COMMUNITY** BACKED BY THE  
BRAND OF **MANSFIELD TOWN FOOTBALL CLUB**.

## OUR VISION

OUR VISION IS TO **INSPIRE AND IMPACT** ON OUR PEOPLE AND COMMUNITIES  
THROUGH THE WORK AND PROGRAMMES **DELIVERED BY THE TRUST**.



# OUR VALUES



INSPIRING – ENSURING OUR WORK INSPIRES EVERYONE TO FULFIL THEIR POTENTIAL.



PROUD – THE TRUST TAKE PRIDE IN WEARING THE MTFC BADGE AND THE POWER IT CAN HAVE IN POSITIVELY IMPACTING PEOPLE.



PASSIONATE – PASSIONATE ABOUT SUPPORTING PEOPLE IN OUR COMMUNITIES.



INCLUSIVE – EVERY INDIVIDUAL WE ENGAGE WITH CAN BE SUPPORTED TOWARDS THEIR GOALS AND POTENTIAL.

## STRATEGIC OBJECTIVES

- ☀ BECOME A HIGHLY IMPACTFUL AND TRUSTED ORGANISATION.
- ☀ PROMOTE PHYSICAL AND MENTAL WELLBEING THROUGH OUR WORK.
- ☀ MAKE A POSITIVE DIFFERENCE TO THOSE IN OUR COMMUNITIES.
- ☀ PROVIDE UNIQUE EXPERIENCES.

## STRATEGIC OUTCOMES

- ☀ IMPROVED HEALTH AND WELLBEING IN OUR COMMUNITIES.
- ☀ SUPPORT PEOPLE IN FULFILLING THEIR POTENTIAL AND PROVIDING MORE OPPORTUNITIES.
- ☀ CREATING AN INCLUSIVE AND DIVERSE CCO AND FOOTBALL CLUB.
- ☀ DEVELOPING SAFER AND MORE COHESIVE COMMUNITIES.

# STRATEGIC BREAKDOWN

## **To become a highly impactful and trusted organisation.**

Representing the Mansfield Town Football Club brand, we want to ensure that all staff, trustees and volunteers are striving towards giving the best possible experience and opportunities to those in our communities. As a Trust, our focus is on developing all aspects of the organisation to ensure delivery and support is of the highest standards.

## **Promote physical and mental wellbeing through our work.**

Our projects and programmes are all aligned with promoting physical and mental wellbeing for all in our communities. We encourage and support communities with living an active and healthier lifestyle to promote and improve physical and mental wellbeing through the delivery of our programmes and projects.

## **To make a positive difference to those in our communities.**

The Trust aims to make a difference to everyone who take part in any activity or project that we deliver. We want all our projects and programmes to have a positive and meaningful impact on everyone involved. Our aim is to support as many people in our communities as possible.

## **Provide unique experiences.**

As an organisation, we provide experiences that impact and inspire individuals. We strive to deliver distinctive and inspirational opportunities that cater to all members of our communities. Through our projects, we provide experiences and opportunities to our communities which are unique to Mansfield Town Football Club.



# OUR STAFF COMMITMENT

At the core of our operations has been our dedicated and hard-working team of staff and volunteers, who have made a lasting impact through our communities. For the last 30 years, our values are brought to life by our personnel at the Trust and underpin what we do as an organisation out in the community.

Over the last five years many things have changed dramatically. We have faced the challenge of Covid-19 and the cost-of-living crisis. As a Trust we have restructured, rebranded and expanded our staff team to meet growing demand.

Our board of trustees are actively involved, working with our senior management team to support with expertise and guidance. We are committed to investing in our people at MTCT. As part of our staff development plan, we have set aside funds to support the education and progression of our staff and volunteers.

These developmental opportunities are a holistic approach to strengthen our individuals and projects. Staff undergo regular performance and wellbeing check-ins with their line managers. This process ensures we bring the best out of our staff, celebrate our successes and empower them to fulfill their potential. We have aligned our values with our people to best support our strategic outcomes to be impactful in our communities. We remain committed to prioritising the wellbeing of our staff and volunteers, offering them chances to enhance their resilience and acquire the necessary skills and resources for maintaining a healthy lifestyle.

**Alex Cartwright**  
Business Development Manager



# STEPS TO POSITIVE CHANGE

## **Staff**

Mansfield Town Community Trust recognises that a skilled and experienced staff team, committed to making a meaningful difference in the community, is essential for the charity's success. The Trust will implement a staffing model that aligns with its delivery needs and ensures all staff members receive comprehensive training, the necessary resources, and equipment to perform their roles effectively. This includes embedding safeguarding, equality and diversity, and health and safety practices into all activities.

## **Reviewing**

Evaluating and demonstrating the impact of the Trust's programmes will be a priority. Mansfield Town Community Trust is committed to measuring the positive changes it brings to the local community and reporting these outcomes to funders and sponsors. A robust monitoring and evaluation framework will be developed to capture, analyse, and demonstrate the social value of its programmes. For instance, this may include showing how preventative initiatives have contributed to reducing demands on public services such as the NHS.

## **Partners**

Collaborating with local partners and stakeholders will remain a core principle of the Trust's work. By building strong relationships with a wide range of organisations, the Trust will enhance its projects and better serve its participants. A detailed directory of local partners will be established, outlining their services and roles, to facilitate effective signposting and promotion of the Trust's activities. This approach will embed the Trust in local networks, strengthen its role as Mansfield Town FC's link to the voluntary, community, faith, and social sectors, and position the club as an active participant in shaping community initiatives.





## Funding

Securing sustainable funding is critical to achieving the Trust's ambitions and expanding its reach within the local community. A comprehensive funding and income generation plan will be developed, aiming for a diverse mix of income sources. This will include grants, sponsorships, and other revenue streams, ensuring the Trust's long-term financial stability and enabling it to deliver impactful programmes.

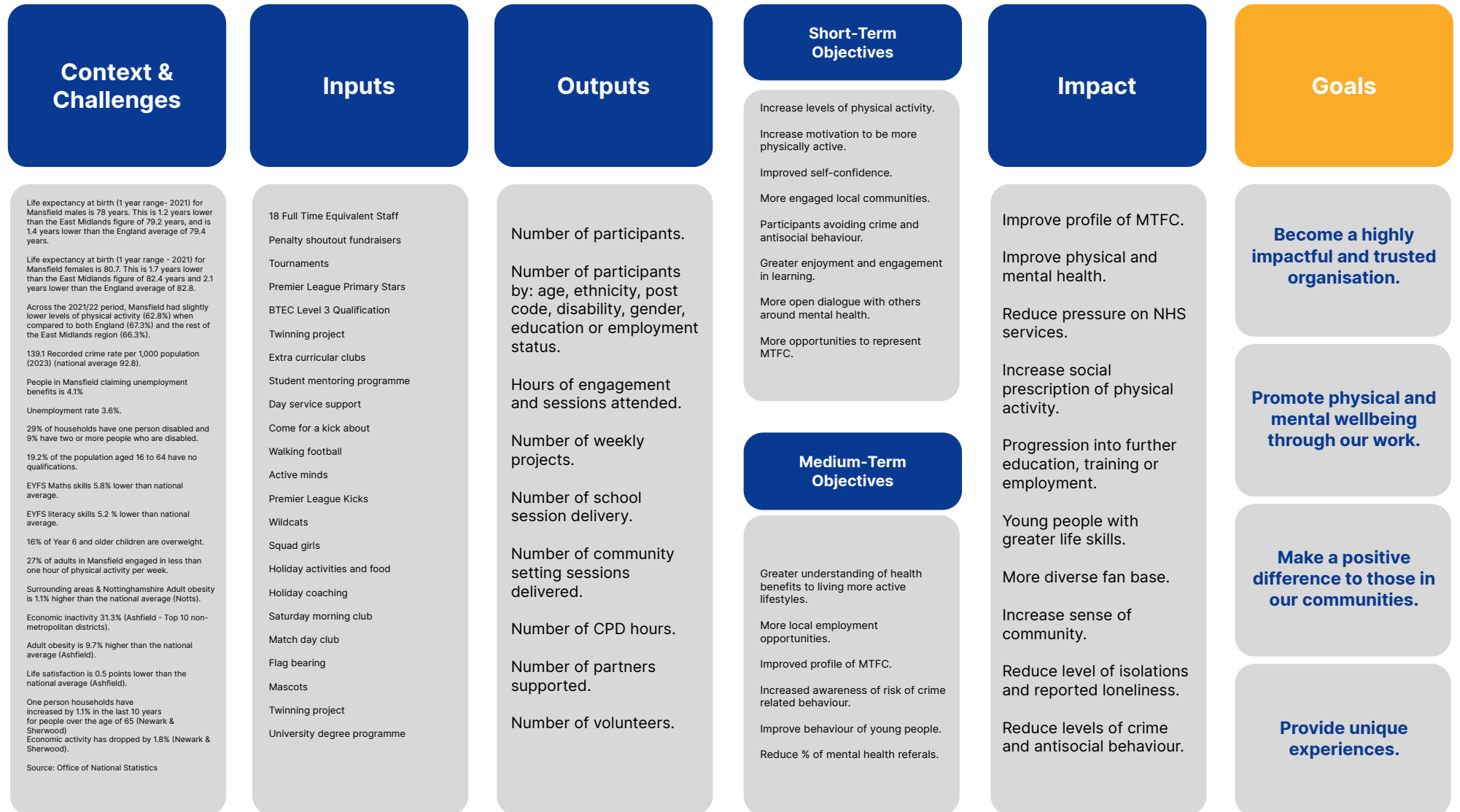
## Communication

To enhance visibility and engagement, Mansfield Town Community Trust will develop a Media and Communications Plan. This will promote its activities to the local community, boost programme participation, and recognise the contributions of funders and sponsors. The plan will outline strategies and channels for communication and designate responsibilities for its execution within the Trust and the football club.

These key priorities—Staff, Reviewing, Partners, Funding, and Communication—form the foundation of Mansfield Town Community Trust's 2025-2027 strategy. Together, they will enable the Trust to achieve its mission of fostering positive change and delivering long-lasting benefits to the community.

Our People at MTCT will be fundamental to inspiring, impacting and achieving in our local communities. We are proud of our staff and volunteers and appreciate all those who will work and collaborate with us over the next four years to make a difference to those in our communities.

# STRATEGIC MODEL 2025 - 2027



# KEY CONTACTS

## Senior Leadership Team

### **Alex Cartwright (Business Development Manager)**

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### **Gary Shaw (Community Manager)**

Gary.Shaw@mansfieldtownct.net

### **Michal Kasinowicz (Healthier Communities)**

Michal.Kasinowicz@mansfieldtownct.net

### **Melissa Styles (Head of Education)**

Melissa.Styles@mansfieldtownct.net

### **Community - General Enquiries**

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# OUR COMMUNITY

At Mansfield Town FC, we are committed to creating positive change for individuals and groups across Mansfield and the surrounding areas, working together to improve the well-being of our community.

Providing outstanding services and support is at the core of what we do and why we serve the people in our communities.

By continually analysing local and national data, we aim to deliver meaningful impact, prioritising support for those who need it most.

Through partnerships with local and national organisations, we work to fund and promote initiatives that encourage physical activity, education, employment, and other essential programmes in Mansfield and across Nottinghamshire. Together, we can build a brighter future for our community, and we are proud to play our part in that journey.

With the backing of Mansfield Town FC, our board of trustees, and our dedicated team, we remain focused on driving positive change across the community we all call home.



**MANSFIELD TOWN**  
COMMUNITY TRUST

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