



Leyton Orient Trust Strategy

2016-19

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1. Executive Summary

The purpose of this Strategy is to outline the values, mission and priorities for Leyton Orient Trust over the next three years, how it will continue to develop as an organisation in its delivery, partnerships and how it will measure and evidence its impact.

LOT is committed to continuing to improve the lives and life chances of individuals and communities in North and East London. To achieve this desired outcome LOT has established strong foundations of Governance; Financial and organisational systems and a Theory of Change Framework setting out clear outcomes and measuring impact.

This strong organisational foundation enables the four strategic pillars: Community and Social Engagement and Development; Education, Training and Employment Development; Health and Well Being and Leyton Orient Football Club to develop and flourish.

Given the diversity of the communities that LOT serves it is fully committed to encouraging and enabling access, through subsidised or free at point of use. Moreover it is very focused on strategically aligning its work to the priorities and needs of those communities through identified policies and strategies by partners and offering bespoke and tailored interventions.

This Strategy will further the purpose and impact of LOT on its communities and help realise its vision and mission.

2. Current Focus and Impact

Since its creation in 1989 LOT has invested over £30 million in North and East London touching the lives of over 100,000 people in that time

LOT does not operate in isolation but is responsive to and considerate of wider social, economic and political considerations.

LOT therefore aligns itself with the aims and objectives of Local, Regional and National Government; its agencies and the third and community sector where appropriate and of mutual benefit. In particular in the London Boroughs of Hackney, Redbridge, Tower Hamlets and Waltham Forest and collectively through the Growth Boroughs Unit.

As a result LOT is proud to be delivering on behalf of some major projects including:

- Kicks in partnership with the Premier League, Sport England and MOPAC
- Female Football Development Programme with the FA, ELFT and the GLA
- Schools Coaching Programme with the Premier League
- Inclusive United with London United; Interactive, the FA and Wembley National Stadium Trust
- Study Programmes for 14-19 year olds with Waltham Forest College
- Housing Estate Holiday Programmes with London and Quadrant Housing Association and Charlton Athletic
- Mental Health Treatment and Recovery Programme 'Coping through Football' with London Playing Fields Foundation and North and East London Mental Health Trust
- Schools Open Holiday Programme with the London Borough of Waltham Forest
- Targeted Health Programmes with Redbridge, Hackney, Tower Hamlets and Waltham Forest Public Health Teams.

The connection and partnership with Leyton Orient is an important one with further investment placed into joint community liaison work which has resulted in increased profile especially from the players, a concerted effort to increase the fan base and expanding the usage of the stadium and the clubs resources for community benefit.

3. What LOT wants to achieve

a. Vision and Mission

The vision of LOT is to Realise the Potential of the communities it serves and the people it engages with

LOT's Mission is to deliver and develop a range of programmes and interventions that are relevant, engaging and inspiring.

b. Values

- Providing opportunities
- Everyone has ability to achieve their potential
- Social justice/personal wealth
- Innovation
- Creativity
- Enabling
- Everyone in the community has worth and value

c. Strategic Objectives

In line with these values LOT has considered its strategic objectives. After much consideration and in line with the Vision and Mission it was agreed that tackling and improving the determinants of health was ultimately what LOT should focus on.

It is recognised that many factors combine together to affect the health of individuals and communities. Whether people are healthy or not, is determined by their circumstances and environment. To a large extent, factors such as where people live, the state of the environment, genetics, income and education level, and relationships with friends and family all have considerable impacts on health.

These key determinants of health are a platform for understanding what role and what impact LOT can have. Indeed a great deal of the current work, although implicit in its nature promotes good health, from the education and employability programmes through to the social inclusivity work with older people and those with a disability.

Given the wider social and economic impact of good and bad health LOT's strategic objectives moving forward are focused on developing the four pillars of:

- Neighbourhood Engagement and Development
- Education, Training and Employment Development
- Health and Well Being
- Leyton Orient Football Club

4. How LOT will achieve it

a. The Foundations

i. Stakeholder Relationships and Assessing Need

This strategy has been informed by a number of stakeholders through conversations, meetings and policy and priority assessment and alignment over a 6 month basis but is also live and on-going.

LOT's stakeholders include:

Staff and politicians in the London Boroughs of Hackney, Redbridge, Tower Hamlets and Waltham Forest with whom LOT delivers contracts and sits on strategic panels such as:

- Safer Young Hackney Network
- Hackney Gangs Group
- Waltham Forest Gang Prevention Programme Partnership
- Redbridge Diversion through Sports Group
- Tower Hamlets Kicks Group
- Waltham Forest Health Watch Board
- Waltham Forest Health Weight Steering Group
- Waltham Forest Older Adults Physical Activity Network

The Police and Youth Justice Agencies

Waltham Forest College and College of Northeast London with who LOT holds contracts and Housing Associations.

The Club also played an important part attending away days as well as formal and informal meetings.

Policies and direction of travel from the Football League Trust and PLCF as well as relations with other clubs through London United also informed the strategic focus and purpose of the Strategic Plan.

From these discussions LOT has also positioned this Strategy so that the Pillars reflect Borough Health, Community Safety and Education and Training Policies and Strategies. This includes for example the safer neighbourhoods; Public Health and Education standards targets.

For example:

- Hackney remains the second most deprived local authority in England on the Government's Indices of Multiple Deprivation and all of the wards are in the top 10% most deprived in the country
- Compared to England, Waltham Forest has high numbers of children in poverty (estimated at 16,800 children)
- In terms of the overall measure of multiple deprivation (IMD 2010) Waltham Forest ranks 35th most deprived among the 326 local authorities in England. Out of 33 London boroughs, Waltham Forest is the 7th most deprived after Hackney, Newham, Tower Hamlets, Haringey and Islington.

Further afield LOT has taken into account the Premier League Communities' and EFLT focus on achieving excellence by having strong and well governed organisations which delivers excellent programmes and can measure and communicate its outcomes and impact effectively – all of which is embodied in this Strategy.

ii. Managing Project, Organisational and Financial Risk

LOT is committed to having strong Governance in place led by the Board of Trustees which can enable it to be viable and sustainable. It has identified three ways operationally to help achieve this:

- having a strong risk register in place
- a clear understanding of the business infrastructure required
- A proactive approach to developing the funding base.

- **The Risk Register**
 - LOT has in place a risk register which lists all of the current risks, what the risk is, how it will mitigate against it and what the residual risk is. This will be reviewed and updated it at every Board meeting. In addition specific risks and challenges including major projects will be assessed separately by the Finance Committee.

- **Business Infrastructure**
 - Underpinning the risk register is the need to have robust internal systems and Business Infrastructure.

 - **Finances and Accounts**
 - LOT will ensure that
 - Day to day income and expenditure is understood, kept control of and effectively used
 - Financial forecasting including cash flow, management accounts and balance sheets are produced on a quarterly basis
 - Auditing is an efficient and cost effective process
 - Financial Procedures Handbook is up to date and actively adhered to

 - **Staffing**
 - LOT will ensure that all contracts, employee handbooks, certificates and eligibility are kept up to date and communicated.

 - **Performance Management**
 - LOT will ensure that
 - All contracted staff are fully aware of their roles and responsibilities
 - All targets set are SMART and reviewed on a monthly basis
 - All professional development including Training is planned, recorded and acted upon

 - **Accommodation**
 - LOT will review office space requirements ensuring that it is appropriate to the number of staff contracted and that it conforms to all required regulations

- **Diversifying the funding base**
 - LOT continues to review and explore how we can diversify its funding base. Currently 60% of funding is generated from statutory sources, with 30% from private sources and 10% from income generation.

 - LOT aims to reduce its dependency on statutory sources by exploring other sectors sources of funding. LOT will continue to strengthen its regional and national profile and will work closely in developing London United, Premier League, PFA and the EFLT in particular in bidding for London wide and national funding opportunities as they arise.

iii. Promotion and Communication

Of continuing importance is being able to effectively communicate and promote LOT to the wider world, in particular through social media.

- LOT will ensure that:
 - All communication tools are used to promote our work both internally and externally
 - The website is maintained
 - A newsletter is produced at least twice yearly
 - All funding and partner reports are produced to a high standard
- LOT will continue to invest time and resource in delivering a full Promotional and Communications action plan engaging the services of specialists in the field in particular helping it raise more online donations.

iv. Measuring Impact and Making a Difference

- LOT aspires to make a real difference to those it engages with. Over the past 15 years LOT has made great strides in attempting to articulate this through various means, including using independent researchers to publish reviews and insights into its working methods, using monitoring tools and being assessed and scrutinised by funders through their preferred mechanisms.
- Over the past year LOT has established a Board Committee to explore and develop a more joined up and strategic approach to measuring impact. This has included developing a Theory of Change and is working through its implementation including measuring impact on two control groups.
- The aim over the next three years is to produce annual TOC assessments outlining the rationale, demonstrating the impact and proposing the next stages of development.

The Four Pillars

v. Neighbourhood Engagement and Development

- LOT's Neighbourhood work focuses on engaging people enabling them to begin their journey. Activities on offer include multi sports, physical activities, creative arts, music and other activities that engage.
- For young people in particular LOT will create an emphasis on competitive sport with regular area and cross area tournaments held in a number of sports. Community safety and self-awareness workshops are held as well as an introduction to non-accredited learning.
- From this base, participants will be encouraged to progress to the next level of opportunity on offer. LOT's community engagement work is broader than just young people with sessions held for those with disabilities, mental health issues and activities for older people that are delivered on housing estates or neighbourhoods in suitable and appropriate facilities; offered in the early evenings, at weekends and during holidays.
- The activities are aimed at the most deprived areas within the focus boroughs.
- To deliver this work LOT partners with:
 - Premier League
 - Football League Trust
 - MOPAC
 - London and Quadrant
 - Sanctuary Housing
 - Tower Hamlets Housing
 - Inclusive United
 - Coping through Football
 - Waltham Forest Schools Open Programme
 - Redbridge Homes
 - London Boroughs of Hackney, Redbridge, Tower Hamlets and Waltham Forest.

Moving forward LOT will continue to:

- Maintain current delivery programme while considering cluster areas and specific hub venues (mainly secondary schools) from where delivery would be based
- Identify, meet with and work up new partnership opportunities
- Explore ward funding and community first in Waltham Forest
- Research similar arrangements in the other neighbouring boroughs and apply as appropriate

Please see Appendix Two for the Strategic and Operational Plan

vi. Education, Training and Employment Development

- The Education, Training and Employment Development Programme is focused on offering non-accredited and low level learning, self-development, awareness and volunteering opportunities.
- This is aimed at aged 13 upwards and includes citizenship work and light touch employability and development programmes such as Orient Opportunities focusing on sports training and volunteering.
- Formal educational learning, coaching and training will also continue, resulting in measurable progress and improved qualifications. It covers all educational and sports coaching in schools, after school sports and mentoring clubs and part and full time Further Education provision for mainly but not exclusively for 14-19 year olds including BTEC courses.
- To deliver this work LOT partners with
 - Individual Schools for curriculum time and after school clubs
 - College of Northeast London and Waltham Forest Alternative Provision
 - Waltham Forest College
 - Heritage Lottery Fund and Leyton Orient for World War One project

Moving forward LOT will:

- Maintain and sustain all current funding streams and partnerships
- Consider facility and staffing requirements linked to student growth and diversity of college course offer
- Manage relationship with CoNeL as part of wider review
- Review schools provision including sports coaching and study support

Please see Appendix Three for the Strategic and Operational Plan

vii. Health and Well Being

- In 2015 the Board invested in a full time position to work on the following:
 - develop a comprehensive understanding
 - establish a network of partners and funders
 - develop and deliver pilot projects
- On all levels the position has worked and is helping the Trust establish a strong reputation
- To maintain and develop this further the plan is to:
 - Attract larger sources of funding and partnerships to support
 - Healthy Schools Programmes
 - Targeted Children's programmes
 - Older Peoples Programmes
 - Build resilience in the Trust through staff training and development and expansion – when written into funding bids
 - Build evidence base and demonstrate impact
 - Make case to Health Bodies for commissioning services
 - Research the impact of combined Health and Social Care Budgets

Please see Appendix Four for the Strategic and Operational Plan

viii. Leyton Orient Football Club

In collaboration with the club, LOT has identified three ways they can work together.

- Developing new fans
 - Demographically Orient's fan base is mainly non-east London and over 50. The potential is twofold – younger people and from the local surrounding areas. Both a short term and long term plan is required to tap into the significant numbers of young people locally. This will include expanding LOPASS and working more intensely with schools of which there are 350 to target. LOT will continue to deliver with the club marketing and ticketing initiatives.
- Developing new players
 - LOT will continue to develop players and player pathways through the shadow academy for 13-17 year olds; College teams and Theo's Soccer Skills Centres – to align with the Club Academy. LOT will expand the SCCs around the boroughs and formalise the Shadow Academy and consider the potential for funding to train up staff and appoint full time staff to manage the programme.
- Developing the heritage and reputation of the club
 - Through the joint employment of a Liaison Officer there has been a concerted effort in raising the club's profile and standing by supporting Council and Public agency/charity campaigns, using players on visits and events, all of which has resulted in increased media and industry awareness.
 - There are however lots of networks currently underutilised within Health; Community safety, statutory services and voluntary groups that could be reached.
 - LOT will also undertake work around Clapton Orient's role and contribution during World War One with the aim of taking the message to all schools and community groups through education programmes and exhibitions over the period.