



Hibernian
Community
Foundation

Hibernian Community Foundation

Strategic Plan
2021-2024



Contents



Hibernian
Community
Foundation

1	Welcome	8	Strategic Priorities	9	Being Good Citizens
2	Introduction		Education	10	Get Involved
3	Chairperson's Foreword		Health		
4	More than Football		Infrastructure		
5	About Us		Employment		
6	Our Values		Sport		
7	Our Communities		Inclusion		
			Environment		
			Inspiring Our Supporters		



1 | Welcome



Hibernian
Community
Foundation

We are delighted to launch our new strategy which details how we plan to inspire and support children, young people, families and communities across Edinburgh and the Lothians to achieve their full potential for the next three years.

This is an ambitious strategy developed at an exciting time for Hibernian Community Foundation as we look to build on over ten years of success.

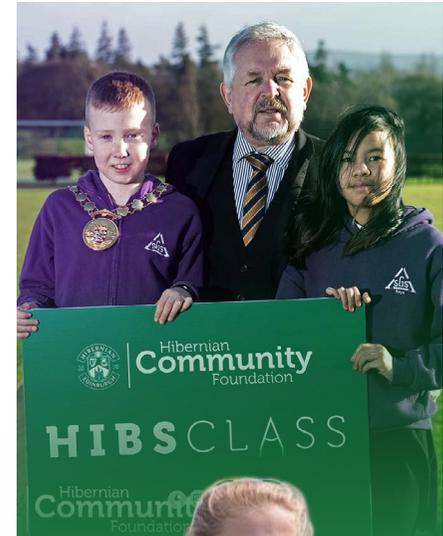
In creating this strategy we've embarked on an important journey, listening to our stakeholders and addressing fundamental questions about our purpose, what we plan to achieve and how we plan to achieve it.

As the official charity of Hibernian Football Club we are fortunate to be able to use the unique appeal of Hibernian to reach out and improve lives.

We're proud of the difference we have made to people's lives and proud that our Football Club through the Foundation is changing lives for the better.

We are passionate about working closer with our communities and creating opportunities for people to lead healthier lives, improving education and employment opportunities, and being good citizens for and of Edinburgh and the Lothians.

Hibernian Community Foundation Board.



2 | Introduction



Hibernian
Community
Foundation

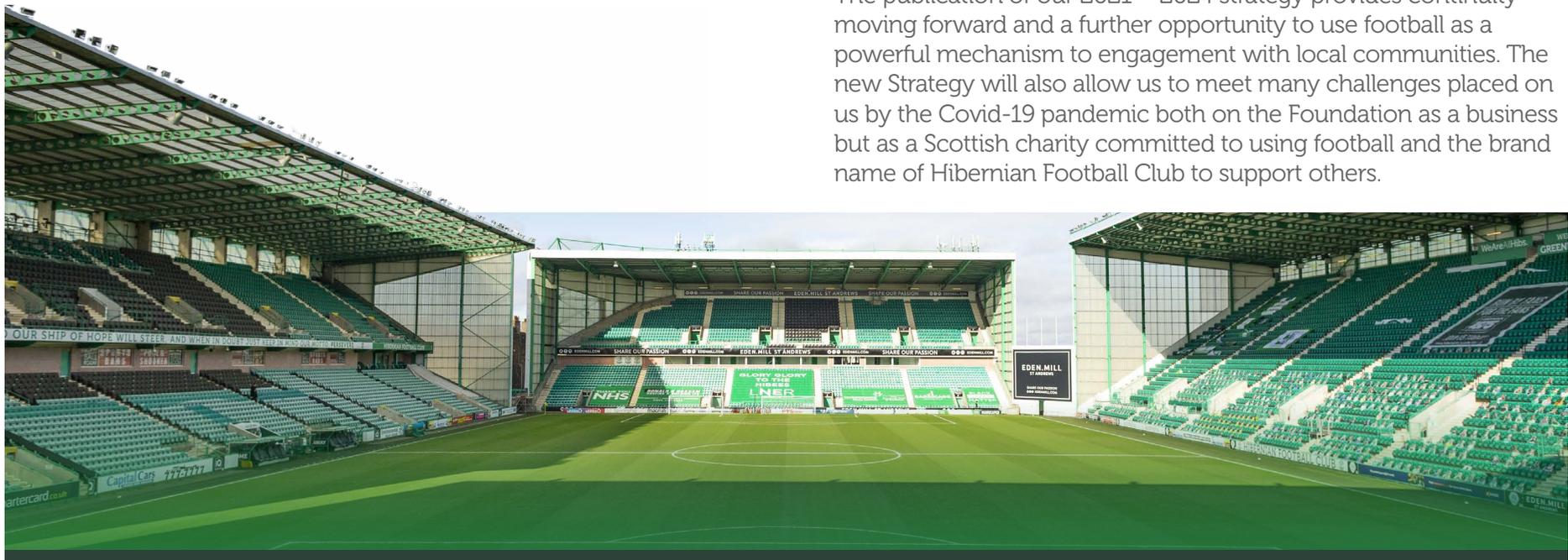
In 2017 Hibernian Community Foundation implemented its first strategic plan. The driving energy was to create a document that would provide a platform for the development of the Foundation as a sustainable business, and to develop the infrastructure of the Foundation to deliver on its charitable objects.

Whilst the implementation of the Strategic Plan has proved to be a success there have been a number of subsequent achievements that have cemented the Foundation as an important agent for change across Edinburgh and the Lothians.

These include:

- Strong partnership working with key organisations within the sector
- Increased profile and enhanced awareness of the work we do
- Increased breadth of programmes delivered
- Increased turnover
- Increased staffing compliment
- Greater engagement with local communities

The publication of our 2021 – 2024 strategy provides continuity moving forward and a further opportunity to use football as a powerful mechanism to engagement with local communities. The new Strategy will also allow us to meet many challenges placed on us by the Covid-19 pandemic both on the Foundation as a business but as a Scottish charity committed to using football and the brand name of Hibernian Football Club to support others.



3 | Chairperson's Foreword



Hibernian
Community
Foundation

There can be few, if any, areas of society that football cannot support. It can help educate, it can inspire to improve health, it can help to reduce crime, and it can motivate young people to improve their employment potential. Ultimately it can bring people and their communities together and address inequality.

Now at this time, more than ever, there is a real need for programmes and activities linking the social benefits to sport.

This is exactly what Hibernian Community Foundation has been doing over the period of our last Strategic Plan. Over that time the Foundation has grown significantly engaging with more and more people and tackling inequality and disadvantage all across Edinburgh and East Lothian.

Programmes such as Hibs Class and Hibs Class Plus now see Foundation staff working in primary schools delivering alternative curriculum's to young people at risk. Our staff now deliver hundreds of bags of food, clothing, and toys to families struggling to cope with the impact of a worldwide pandemic, whilst other programmes seek to improve the employment potential of our young people. Community football has burgeoned and more and more young people are now playing for Hibernian at a community level, proudly wearing our badge across the playing fields of Edinburgh and the Lothians. We have also taken our women's team to new heights with appearances in the Women's Champions League and several cup victories in national competitions.

These successes have not gone unnoticed and in 2018 were acclaimed as the Scottish Football Association's Best Professional Club in the Community and this year awarded the Scottish Football Association's South East Region's Best Project.

I look forward with confidence to our new Strategic Plan bringing the same level of success, matching innovation, commitment, and quality to improving the lives of the people and communities we work with

Iain Gray

Iain Gray

Chairperson

Hibernian Community Foundation



4 | More Than Football



Hibernian
Community
Foundation

Hibernian FC is proud of its cultural, social, and sporting links in Leith, Edinburgh, and the Lothians.

As a community club we care about the wellbeing of our fans and engage with many supporters through the innovative, diverse, and vital programmes run by our charity – Hibernian Community Foundation.

As a club – and in partnership with our Foundation – we want to connect, motivate, inspire and help people within our communities. We aspire to be more than a football club and help the vulnerable and disadvantaged.

The Foundation’s new and ambitious strategy symbolises how we can have a real impact on people’s lives using the Hibernian FC brand as an engagement tool to benefit local people.

I encourage every Hibee, our partners, and local communities, to back our Foundation in delivering their ambitious strategy.

Ron Gordon

Ron Gordon
Principal Shareholder
Hibernian Football Club



5 | About Us



? WHO ARE WE?

Hibernian Community Foundation is the official charity of Hibernian FC. Established in 2008, our mission is to use the unique appeal of Hibernian Football Club to change lives for the better.

WHAT IS OUR GOAL?

Our goal is to support our local communities, focussing on the most vulnerable and supporting them to achieve their full potential.

! WHY DO WE THINK THIS IS IMPORTANT?

Many people living across Edinburgh and the Lothians live with difficult challenges including the impact of educational, employment, and health inequalities. We want everyone living in our communities to have a future that is more prosperous, healthier, cohesive, and resilient.

We want a future where everyone can have good life chances whatever inequalities they face.

+ HOW WILL WE MAKE A DIFFERENCE?

We will focus our efforts on five long term outcomes:

- Healthier and more active lives
- Improved education
- Social Inclusion
- Improved employment potential
- Improving the Foundation's infrastructure
- The environment



We are just delighted that Hibernian Community Foundation have continue to offer us lots of new and different opportunities not just for physical activity but for their health and wellbeing and healthy lifestyles and that is really beneficial for us in school.

St Gabriel's Head Teacher



📍 WHERE?

We will work with communities across Edinburgh and the Lothians with a particular focus on:

- Children, young people, adults and families
- Disadvantaged communities
- Disadvantaged people



6 | Our Values



Hibernian
Community
Foundation

Our values and behaviours define who we are and what we stand for. They underpin everything we do and how we do it.



PASSION

We love what we do and will use our passion to inspire others. We celebrate the success of those citizens we work with and are proud of the difference we make to their lives



INNOVATION

We will have an innovative approach to the development, implementation, and delivery of our programmes and activities striving to ensure a participant led approach



INCLUSION

We hold an inclusive approach to everything we do. We celebrate diversity, and are people centric

PARTNERSHIP

We will work with others, in equal partnership, for mutual benefit and provide the best opportunities to all our participants

PROFESSIONALISM

At all times our staff will conduct themselves in a professional manner

RESPECT

We will value, respect, and recognise achievement. We will work in mutual respect with our colleagues, our partners, and participants in everything we do and will be open, honest, and transparent in all our activities



7 | Our Communities



Hibernian
Community
Foundation

Research issued by the City of Edinburgh Council shows that the north east of Edinburgh is a diverse community of different age groups, ethnic backgrounds, housing and living standards and varying levels of inequality around health, income and employment.

The locality has the highest number of children in the city living in low income households (26%). In addition 27% of the City's total numbers of 'looked after children' who are at greater risk of lower educational attainment, poorer employment opportunities and at greatest risk of their own children in care, live in the area.

School attendance in primary and secondary schools is below the city wide average and target. With regards to secondary schooling, the locality has the lowest attendance rates compared to other localities in the City.

The north east locality also has a higher number of adults without educational qualifications, which can result in higher levels of poverty, inequality and disadvantage within communities and across vulnerable sections of society.

In addition to these existing challenges the impact of the Covid-19 will present huge problem areas in wellbeing and unemployment, particularly youth unemployment.

Across Edinburgh and the Lothians, both the immediate and long term impact of Covid 19 will intensify the inequalities that arise from poor physical and mental wellbeing, and limited employment opportunities particularly for young people.



The Hibernian Community Foundation works with disadvantaged communities across Edinburgh and East Lothian



8 | Strategic Priorities: Education



Hibernian
Community
Foundation

Since we were founded in 2009 we have been engaging with schools, supporting the curriculum, and extending the school day through breakfast and after school clubs.

Today, through our Hibs Class initiative our impact on children and young people has never been greater. We are leading more sessions than ever before, supporting teachers, working with all ages from early years to adult education and covering an increasing number of subjects.



OUR AIM

To become a valued and recognised market leader in the delivery of educational programmes that provides alternative approaches to traditional delivery methods whilst still supporting mainstream educational activities.



Hibs Class is a really worthwhile programme. We have Foundation staff in the school during the week and they are fabulous role models.'



OUR VISION

By 2024 we will be a leading provider of educational programmes in Edinburgh and the Lothians, creating and delivering our own bespoke SQA accredited qualifications including Sports and Coaching Foundation Degrees in partnership with local Universities and Colleges.



OUR OBJECTIVES

By 2024 we will:

- Provide a wide range of education programmes within primary and secondary schools, building on our syllabus and alternative curriculums
- Deliver a Post-16 programme to include Higher Education Courses, Internships and Traineeships
- Develop our workforce to be able to deliver high quality education programmes.
- Create partnerships with local, regional, and national organisations to become a leading education provider.
- Secure SQA accreditation for the Learning Centre.
- Develop and deliver bespoke SVQ qualifications around football, sports, and health including Modern Apprenticeships, Foundation Apprenticeships, and Foundation Degrees.
- Extend our online learning opportunities through Hibs Class across schools in Edinburgh and East Lothian

Strategic Priorities: Health



Hibernian
Community
Foundation

Sport and physical activity improve both physical and mental wellbeing and we work across all age groups from primary schools to our older citizens to promote and enable healthy lifestyles.

We will continue to develop strategic partnerships as we work to reduce health inequalities and encourage healthy eating, and physical activity to improve both physical and mental wellbeing for everyone.



OUR AIM

To raise awareness and promote healthy lifestyles using physical activity, education, and positive role models.

Started at

Finished at

145.20
Kg

125.00
Kg

Weight lost by a
Football Fans in
Training participant



OUR VISION

To become a valued and recognised lead provider in Edinburgh and the Lothians of health and wellbeing programmes developed to meet a range of personal and community needs.



OUR OBJECTIVES

By 2024 we will:

- Develop a series of programmes that support schools throughout the day including extended school hours
- Grow opportunities for people who have been diagnosed with, or at risk of, health related illnesses including mental health to engage in sport and physical activity whilst also learning more about the best ways to manage their health
- Work with partners to address participation rates within people aged 55 plus
- Work to support the eradication of food poverty and insecurity.

Strategic Priorities: Infrastructure



Hibernian
Community
Foundation

The Foundation has evolved significantly over the last four years delivering many more programmes across a wide range of themes, engaging with more partners, and thousands more people in our communities.

As such we are now struggling to accommodate this rate of growth and the subsequent increase in participants within our current facilities at Easter Road Stadium and the access we have to the Club's training centre. As such we need to redevelop our current space at Easter Road to accommodate more users, more activities, and provide the flexible space a community hub requires. Similarly, there is significant potential at the Hibernian Training Centre to develop enhanced and modern facilities to accommodate a significant increase in community football, and other activities whilst providing significant income generation potential.



OUR AIM

In partnership with Hibernian Football Club to redevelop our facilities in the South Stand at Easter Road, and areas at the Hibernian Training Centre to accommodate increased participation across all our activities, helping to ensure long term financial sustainability.



OUR VISION

To have state of the art, fully accessible, community facilities that support the delivery of our projects and successful outcomes for our project participants and partners.



I love our sessions at the Hibernian Training Centre. It's such a positive and exciting really positive place to train. We really feel part of the Club.



OUR OBJECTIVES

By 2024 we will:

- Create a modern community learning environment in the South Stand with classrooms and breakout/study rooms
- Create a modern community indoor sports area at the Hibernian Training Centre
- Redevelop 3 acres of land at the Hibernian Training Centre to accommodate a community garden and outdoor learning centre
- Redevelop the old Seed Mill at the Hibernian Training Centre to include, changing facilities, a café, learning centre, and activity centre.
- Implement an enhanced IT structure that will support the needs of the Foundation in relation to developing the business and delivering services

Strategic Priorities: Employment



Hibernian
Community
Foundation

To be a lead provider of employment support initiatives in Edinburgh and the Lothians, working along with other partners to create innovative programmes that will result in greater levels of sustainable employment.



OUR AIM

To help reduce unemployment rates, and particularly youth unemployment rates across Edinburgh and the Lothians.



OUR VISION

To be a lead provider of employment support initiatives in Edinburgh and the Lothians, working along with other partners to create innovative programmes that will result in greater levels of sustainable employment.



OUR OBJECTIVES

By 2024 we will:

- Deliver a range of unemployment programmes
- Provide meaningful work experience opportunities
- Provide volunteering opportunities leading towards sustainable employment



Attending the classes provided by the Foundation has really helped me. I picked up the qualifications I needed and now I'm in permanent employment!



Strategic Priorities: Sport



Hibernian
Community
Foundation

Sport and specifically football has been a key area of our delivery, and we continue to provide high quality opportunities across all age groups. The Foundation's football programme has developed considerably over the last five years and we have ambitions to develop this further over the period of the plan.

We work alongside Hibernian Football Club's academy and contribute towards their player pathway, working with children from their first experience of the game through to developmental coaching.

However, our focus is wider than only football. We want to take a strategic lead and develop sport participation across Edinburgh and as such it is our intention to provide access across a broader range of sporting activities leading to greater participation at all ages.



OUR AIM

To raise awareness and promote healthy lifestyles using sport and role models.



OUR VISION

To be a lead provider and coordinator of sporting opportunities where people of all ages can learn, play and grow in a nurturing environment that creates lifelong participation and the chance to progress.



OUR OBJECTIVES

By 2024 we will:

- Increase the number of players within our Boys Community Academy by 100%
- Increase the number of players within our Girls Academy by 100%
- Rework and Increase the number of players in our Hibeets Mini Kickers Programme
- Increase the number of adult players within our programme
- Create teams around individual sports including hockey, basketball, cricket, and athletics and any other identified as appropriate
- Extend our support of parents, coaches, and players through online resources using Google Classrooms



I have loved that Mikey has a role model who is smart, talented and dedicated with a great work ethic. He's had a great experience under your coaching



Strategic Priorities: Inclusion



Hibernian
Community
Foundation

Inclusion is an important area of focus for the Foundation ensuring we work with and support the most vulnerable and hard to reach groups within our communities.

We want to bring together people from all walks of life and we will collaborate with a wide range of partners to tackle all forms of disadvantage and discrimination to promote equality, and equity of access to all people, groups, and communities particularly those most at risk of social exclusion.



OUR AIM

To enable people from all communities to have access to life changing opportunities.



'I've really enjoyed the 'If You Know the History' programme. I'm over sixty now. The project has let me meet up with my pals and talk about football with ex-players. I've also learned how to use a computer!'



OUR VISION

To be a lead provider of programmes to reduce social isolation.



OUR OBJECTIVES

By 2024 we will:

- Engage with hard to reach groups through a variety of programmes to support the identified needs of local people
- Work in partnership with local people, communities, and organisations to support those at risk and create nurturing environments where positive choices can be made
- Work in partnership to support local services being delivered by local people and organisations.

Strategic Priorities: The Environment



Hibernian
Community
Foundation

Football provides a global platform to promote sustainable and responsible energy and resource consumption. We will strive to ensure that all of our future interventions and activities will have a neutral or very low impact on the health of the planet.



OUR AIM

To support Hibernian Football Club's commitment to become the greenest club in Scotland.



Well done Hibs Community Foundation. Your efforts in recycling foods, clothes, and toys has been exemplary.



OUR VISION

Our vision is for a green and sustainable Edinburgh and the Lothians.

LET'S MAKE EDINBURGH & LOTHIAN GREEN



OUR OBJECTIVES

By 2024 we will:

- Deliver targeted messages promoting a green and sustainable environment
- Reduce our own carbon footprint and take measures to mitigate it
- Support and encourage the reduction in food waste whilst also enhancing the recycling of clothes in order to reduce landfill
- Grown a range of own fruit, vegetables, and honey for our and our participants use



Strategic Priorities: Inspiring our Supporters



Hibernian
Community
Foundation

Hibernian Community Foundation is, of course, an independent charity, however, by working to increase supporter pride in both Hibernian Football Club and Hibernian Community Foundation we are building future fundraisers, volunteers, corporate partners and making it easier to recruit participants onto our programmes and secure investment.



OUR AIM

We will inspire our supporters to be 'good citizens' and will strengthen the Foundation's relationships by providing memorable and inspirational experiences and examples of our work.



I've been a Hibs supporter for over fifty years and never been prouder of my Club because they work they do with local people.



OUR VISION

We want to inspire our communities to feel proud of what we stand for, be advocates and ambassadors for the things we do, and enjoy our collective success whilst helping to ensure the ongoing strength of the Hibeese family.



OUR OBJECTIVES

By 2024 we will:

- Deliver targeted messages, and informed insight encouraging people to care about the work we do
- Extend the involvement of players to deliver inspirational experiences within community settings
- Deliver high quality programmes that provoke pride and admiration for the Hibernian 'family'
- Work with Hibernian FC to establish a network of ambassadors and champions who will support our work and promote the positive links between, Club, Foundation, and Community
- Undertake an annual awareness survey to assess levels of understanding and appreciation for our work
- Continue to add value to the Hibernian brand

9 | Being Good Citizens



Hibernian
Community
Foundation

We will ensure that we are good citizens of Edinburgh and the Lothians by adopting and promoting all appropriate, local, regional, and national policies across the priority areas of:



EDUCATION



EMPLOYMENT



HEALTH



SPORT



INCLUSION



INFRASTRUCTURE
DEVELOPMENT

10 | Get Involved



Hibernian
Community
Foundation

As an independent Scottish Charity the Foundation has to generate its own income to carry out its important work against social and health inequalities in Edinburgh and the Lothians.

You can help us by donating to our fundraising appeals, by fund raising for us, or becoming a volunteer in one of our many programmes.

We would value your support, and you would be helping local people and local communities.

Email us at info@hiberniancommunityfoundation.org.uk for more information



Contact us



Hibernian
Community
Foundation

Hibernian Community Foundation



@hibsincommunity



@HibernianCommunity



@HibernianCommunityFoundation



Hibernian Community Foundation Limited



info@hiberniancommunityfoundation.org.uk



www.hiberniancommunityfoundation.org.uk