



**ROTHERHAM UNITED
COMMUNITY TRUST**

UNITED FOR CHANGE

TURNING AMBITION INTO ACTION



**STRATEGY
2025-2028**



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FOREWORD

Dan Wilson, CEO

Proud doesn't even come close to describing how I feel about working for Rotherham United Community Trust. On a daily basis I see and hear about the tremendous impact our team has on individuals and communities across the borough.

From our United for Communities football team that does so much for community cohesion to the dozens of young people that gain skills and qualifications they need for the future from our Sports College and employment hub, the variety and positivity you see working here is genuinely unrivalled.

But we know we can do more. Most data shows how Rotherham's education, economic and health outcomes are poor and recent headlines in the media also paint a bleak picture. We have the poorest fans in the Football League and many older people are living in poor health for 20 years. 1,500 young people are not in work or employment and children in Rotherham, especially older primary school children, exceed national obesity rates.

However we see opportunity and potential and know that working together with like-minded people can turn the tide and make Rotherham a great place to live, work and visit. The annual social value of adult participation in sport and physical activity in Rotherham is worth £388m, of which the club and Trust contribute £17.5m. This includes an £8m annual saving to the NHS.

Our vision is ambitious; it aims to influence and improve outcomes for everyone living in Rotherham. Our new strategy will use data and insight to target our work effectively and put us on a path where we know we can do the most good. And our four Action Themes will ensure that we are seen as a strong anchor organisation; focusing on where we can add genuine value while amplifying the work of local VCSE organisations by collaborating under the Rotherham United brand.

And a new, more robust way of holding ourselves to account will ensure that we strengthen, grow and continue to make an impact across Rotherham for years to come.



Paul Douglas, Chair

As a football club, we will always take immense pride in delivering the best possible matchday experience for our fans. But at Rotherham United, our impact goes far beyond the pitch.

Through the work of Rotherham United Community Trust, we are committed to uniting, empowering and supporting the people of this borough because everyone in Rotherham deserves the opportunity to live well, succeed, and feel connected to a community that values them.

Since 2007, the Trust has grown beyond anything we could have imagined. Today, we are a leading force for change in the region, delivering life-changing programmes that tackle health inequalities, open up educational and employment opportunities, and bring people together from all walks of life.

This new strategy raises the bar once again. It's ambitious, data-informed, and rooted in the real needs of Rotherham's communities. Whether it's tackling discrimination, boosting physical and mental health, or helping young people realise their potential, our goal is to build a stronger, more united borough where everyone can thrive.

None of this would be possible without our exceptional staff team, our trusted partners, and the ongoing support of the football club. The RUCT family is more committed than ever to delivering change that lasts and together, we'll continue to make Rotherham a place we can all be proud of.



**ROTHERHAM UNITED
COMMUNITY TRUST**

WHO ARE WE?

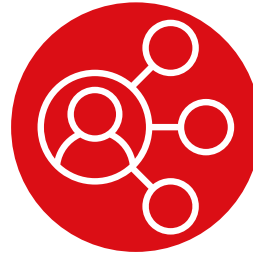
Rotherham United Community Trust is an independent charity that exists to unite, empower and strengthen our local communities and reduce health inequalities.

As the Football Club Charity of Rotherham United Football Club, we act as an anchor organisation working in partnership across the borough, using data and local insight to shape and deliver inclusive, impactful programmes that reflect the needs and aspirations of the people we serve.

A passionate delivery team is supported by leaders with ambitions to strengthen and grow the trust enabling us to support more people, now and in the future.

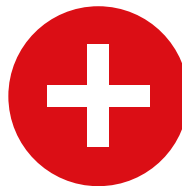
Our work goes far beyond sport, focusing on four action themes:

Community and Inclusion, Health and Wellbeing, Education and Economy and Children and Young People, each one helping to shape a stronger future for everyone in Rotherham.



£15M

Annual social value



£8.2M

Savings for the NHS



17,000

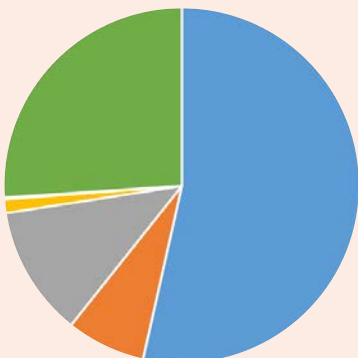
Social media followers



602

Jobs created or supported

CONTRIBUTING TO THE UNITED NATION'S SUSTAINABILITY GOALS



RUCT INCOME PORTFOLIO 2024/25

- Grants
- Premier League/EFL
- Traded Services
- Sponsorship
- Donations
- Education

OUR VISION

Our vision is our 'WHY'. This is our North Star that guides our work and priorities to ensure that we provide the appropriate and impactful support for everyone in Rotherham. We chose the three adjectives in our vision deliberately to align to what the data is telling us and where we believe our work should be positioned.

United: refers to our commitment to help to build a Rotherham where community cohesion is central. People from all backgrounds should feel connected, valued, and able to contribute. By supporting people to build shared goals, mutual respect, and inclusive opportunities, Rotherham will become a place where everyone is proud to belong.

Department responsible: *Community and Inclusion*

Successful: means different things to different people, depending on their context and situation. For us it means empowering individuals to be ambitious, confident and resilient in order to reach their full potential. And with successful people comes a successful local economy, with opportunities for everyone to achieve and thrive.

Department responsible: *Education and Economy, Children and Young People*

Living Well: reflects Rotherham's commitment to creating a healthier, fairer community by promoting physical activity, healthy eating, and mental wellbeing. This aligns with the principles set out in Marmot's Fair Society, Healthy Lives, which highlights how reducing health inequalities and improving the conditions in which people are born, grow, live, work, and age leads to better outcomes for all. By embedding these values in our work, we aim to support individuals to thrive physically, mentally, and socially.

Department responsible: *Health and Wellbeing*

EVERYONE IN ROTHERHAM: UNITED, SUCCESSFUL AND LIVING WELL





ROTHERHAM UNITED
COMMUNITY TRUST



OUR MISSION

We aim to unite the people of Rotherham by encouraging healthy, active lifestyles, creating inclusive opportunities, and empowering every individual to reach their full potential.

Using the reputation of Rotherham United Football Club, we will grow and strengthen our charity to build a highly interconnected South Yorkshire borough where everyone works together to live their healthiest, most successful life.

OUR VALUES

Enjoyment: Enjoyment helps us build stronger relationships, stay motivated, and bring our best to the people and communities we serve. When our staff, volunteers and participants enjoy what they're part of, everything improves: energy is higher, relationships are stronger, and the impact lasts longer. We also bring a positive and uplifting dimension to our partnerships, even in contexts where messaging or support might otherwise feel routine or uninspiring.

Inclusivity: At RUCT, everyone should feel they belong. Inclusivity is how we build trust, break down barriers, and make real change. We work hard to create spaces where people feel welcome, respected, and valued for who they are.

Collaboration: Collaboration is at the heart of everything we do at RUCT. By joining forces, sharing ideas, and backing each other, we can go further and reach more people. Collaboration is how we turn shared ambition into meaningful action.

OUR PRINCIPLES

- ▶ Person centred
- ▶ Professional integrity at all times
- ▶ Data informed
- ▶ Highly accountable



OUR ACTION THEMES



COMMUNITY AND INCLUSION

A UNITED AND INCLUSIVE ROTHERHAM WHERE EVERYONE FEELS VALUED, CONNECTED, AND EMPOWERED.

STRATEGIC GOALS

- ▶ Engage underrepresented groups in regular sport, social and wellbeing activities.
- ▶ Strengthen provision for people with Special Educational Needs and Disabilities (SEND), ensuring all activities are accessible, inclusive, and responsive to diverse needs.
- ▶ Develop a workforce that reflects the diversity of Rotherham's population, bringing lived experience into every aspect of delivery.
- ▶ Share high-quality data and evidence that not only demonstrates impact but positions RUCT as a recognised leader and trusted authority for partners to reference.
- ▶ Work collaboratively to attract investment and maximise opportunities for growth across the borough.





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HEALTH AND WELLBEING

TACKLING HEALTH INEQUALITIES SO THAT EVERYONE IN ROTHERHAM HAS ACCESS TO RESOURCES FOR A HEALTHIER LIFE.

STRATEGIC GOALS

- ▶ Reduce the number of overweight and obese adults.
- ▶ Reduce the number of overweight and obese children.
- ▶ Increase the number of physically active adults.
- ▶ Decrease the number of sedentary adults.
- ▶ Provide effective support for adults living with mental health issues.
- ▶ Improve the overall wellbeing of older adults.





EDUCATION AND ECONOMY

EDUCATION AND EMPLOYABILITY OPPORTUNITIES TO ENABLE EVERYONE TO BUILD SKILLS, ACHIEVE CAREER GOALS, AND GROW AN INCLUSIVE ECONOMY.

STRATEGIC GOALS

- ▶ Increase the number of students enrolled on education programmes.
- ▶ Ensure all students participate in volunteering or work experience to enhance real-world skills.
- ▶ Develop students' employability, confidence, and leadership through tailored learning and enrichment opportunities.
- ▶ Support more students to meet or exceed their target ambitions and progress successfully from Level 2 to Level 3, and from Level 3 to higher level learning.



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CHILDREN AND YOUNG PEOPLE

ALL CHILDREN AND YOUNG PEOPLE CAN GROW, LEARN, AND THRIVE IN AN ENVIRONMENT THAT NURTURES CREATIVITY, RESILIENCE, AND OPPORTUNITY.

STRATEGIC GOALS

- ▶ Increase the number of schools and young people actively participating in the Trust's CYP programmes.
- ▶ Demonstrate measurable improvements in mental and physical health, educational attainment, attendance, and attitudes towards learning.
- ▶ Improve teachers' confidence and capability in delivering high-quality PE.
- ▶ Expand opportunities for boys and girls to participate in football development and progress from grassroots programmes to Academy football.





STRENGTHEN AND GROW

A ROBUST AND AMBITIOUS CHARITY THAT COLLABORATES WITH LOCAL ORGANISATIONS FOR THE BENEFIT OF EVERYONE IN ROTHERHAM.

STRATEGIC GOALS

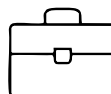
- ▶ Increase annual grant and commissioned income
- ▶ Improve organisational capacity through staff development
- ▶ Strengthen governance and accountability so that we can hold ourselves to account and demonstrate our impact
- ▶ Enhance marketing and communications strategies to raise our profile, effectively engage stakeholders, and support growth
- ▶ Maximise use of our facilities so that they are attractive, popular and profitable





**ROTHERHAM UNITED
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DATA DRIVEN APPROACH



**5TH MOST
OVERWEIGHT
CHILDREN**



**6TH WORST
GCSE
RESULTS**



**6TH MOST
OVERWEIGHT
ADULTS**



**4TH LOWEST
EMPLOYMENT
RATE**



**LOWEST
HOUSEHOLD
INCOME**



**DIE
5TH
EARLIEST**

Of all EFL clubs, residents of Rotherham within 5 miles of the AESSEAL New York Stadium.

**Life expectancy
at birth (male)**

77.8

Source: Public Health
Outcomes Framework
2021-2023

National average



79.1

**Life expectancy
at birth (female)**

80.9

Source: Public Health
Outcomes Framework
2021-2023

National average



83.1

**Healthy life
expectancy at birth
(male)**

56.0

Source: Public Health
Outcomes Framework
2021-2023

National average



61.5

**Healthy life
expectancy at birth
(female)**

55.6

Source: Public Health
Outcomes Framework
2021-2023

National average



61.9

OUR USP's

1. Rotherham - A metropolitan borough in South Yorkshire with around 271,000 residents, combines the main town with rural villages. Once driven by coal and steel, it is now a hub for advanced manufacturing, with major employers such as Rolls-Royce and Boeing at the Advanced Manufacturing Park. The borough offers strong community spirit, active voluntary groups, and green spaces like Rother Valley and Clifton Park. A new mainline train station and town centre investment promise economic growth.

However, areas including Eastwood, East Herringthorpe, Canklow, Dinnington, Maltby, and Rawmarsh face persistent deprivation, with over 30% of residents in England's 20% most disadvantaged communities.

In line with the principle of proportionate universalism, our work will benefit the whole population, with the scale and intensity of support proportionate to the level of need, ensuring that people in all communities have the opportunity to live well and reach their potential.

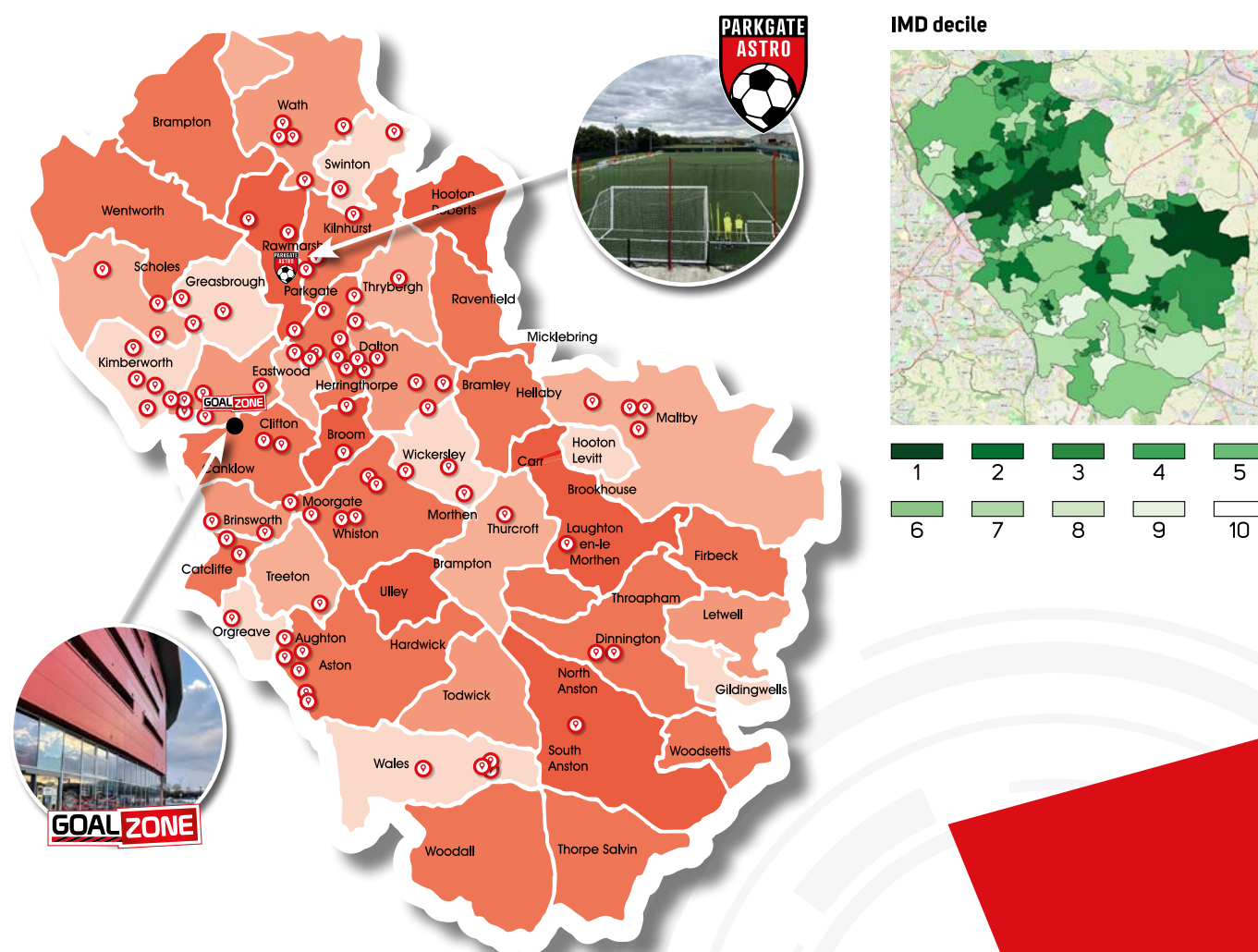
2. An Anchor Organisation - As an anchor organisation, RUCT operates through four interconnected departments - Community & Inclusion, Health & Wellbeing, Education & Economy, and Children & Young People.

Each brings specialist expertise but works collaboratively to maximise impact. This means that every pound invested with us goes further: a project aimed at improving health might also open pathways into education, boost economic opportunities, and strengthen community cohesion. By pooling knowledge, sharing resources, and aligning objectives, we create joined-up solutions that address multiple challenges at once.

Our approach ensures that individuals and communities benefit from a holistic package of support, making us a trusted partner for funders, businesses, and public services. In short, working with RUCT delivers not just one outcome, but a chain of positive change across Rotherham.

3. A Strong and Recognised Brand - RUCT benefits from the visibility, reputation, and reach of Rotherham United Football Club, enabling us to connect with individuals and communities who might otherwise be less engaged with traditional services. The football club's profile creates a welcoming, familiar environment where people feel respected, valued, and more open to accessing support. This is evident through our partnership with the Department for Work and Pensions, where participants have told us they feel more comfortable seeking help at the stadium than in formal job centre settings.

The same effect is seen in education and health, where the club's trusted status helps reduce stigma and build trust. By harnessing the club's influence, we also amplify the messages of smaller organisations with less capacity and tighter budgets, extending their reach and impact across Rotherham.





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TACTICS

PARTNERSHIPS AND COLLABORATION

Working together is central to our approach, enabling us to amplify our impact and reach across the borough.

Working closely with schools, local authorities, health services, charities, community groups, and national organisations will enable us to pool resources, share expertise, and co-design initiatives that respond directly to local needs.

INCOME DIVERSIFICATION

Income diversification is vital to our long-term sustainability and growth. By expanding our income streams - including grants, traded services, fundraising, sponsorship, and facility hire - we reduce reliance on any single source of funding and increase our financial resilience.

ACCOUNTABILITY

We take accountability seriously. By measuring our performance through robust processes we promote high levels of performance, transparency, and continuous improvement across the Trust. Setting clear, measurable goals aligned with our strategic objectives and tracking progress using key performance indicators we will always know where our strengths and gaps are.

INFLUENCING

Influencing is a key tactic for us to drive systemic change and ensure the voices of our communities are heard.

We will build strong relationships with policymakers, funders, local stakeholders, and sector leaders to shape decisions that affect the lives of the people we support. Through strategic networking, targeted marketing and communications, alongside evidence, insight, and lived experience, we will amplify our advocacy for inclusive policies, targeted investment, and greater recognition of the role sport and community programmes play in education, health, and social cohesion.

HIGH QUALITY AND SAFE DELIVERY

We are committed to maintaining the highest standards in planning, delivery, and evaluation to ensure that every participant has a positive, meaningful, and impactful experience. Central to this is our unwavering focus on safeguarding - creating environments where children, young people, and adults feel safe, respected, and supported.





RUCT AND ROTHERHAM UNITED FC

Our partnership with Rotherham United Football Club lies at the heart of our strategy. As the charitable arm of the Club, Rotherham United Community Trust shares a deep-rooted commitment to serving the people of Rotherham. This close relationship enables us to work as one, united in purpose, to deliver meaningful impact for both fans and the wider community.

The Club provides a powerful platform through its reach, visibility and influence. It connects us with individuals of all ages and backgrounds, enabling us to engage, inspire and support more people across the borough. In return, the Trust brings added value to the Club's identity and role in the town, demonstrating its commitment to social responsibility and community development.

This collaboration remains central to our vision and underpins everything we do at RUCT.

A CARING AND SUPPORTIVE CHARITY THAT VALUES ITS STAFF

We are proud of our reputation as a caring and supportive charity that places great value on its staff because at the heart of any successful charity lies in the well-being and empowerment of its people.



We strive to create a supportive environment where every staff member feels valued, appreciated, and equipped with the tools they need to thrive. This culture of care and respect is central to our mission of delivering impactful programs that make a tangible difference in the lives of individuals across Rotherham.

We invest in our staff through professional development opportunities, fostering an inclusive and nurturing workplace where personal growth is encouraged. We understand that the dedication and passion of our team drive the success of our initiatives, and we are committed to supporting them in their roles.

- ▶ **100% OF STAFF FEEL THEY DO USEFUL WORK (STAFF SURVEY 2025)**
- ▶ **EMPLOYEE NET PROMOTER SCORE = 17 (CHARITY AVERAGE = 14)**



OUR COMMITMENTS

EQUITY, DIVERSITY AND INCLUSION

RUCT is deeply committed to promoting equity, diversity, and inclusion (EDI) across all aspects of our work. We recognise that a truly vibrant and successful society is one where every individual, regardless of their race, gender, age, disability, sexual orientation, religion, or background, feels valued, respected, and empowered to reach their full potential. Our commitment to EDI is central to supporting a Rotherham that is not only diverse but united, where everyone is included and given equal opportunities to thrive.

We strive to build a culture where differences are celebrated, and discrimination of any form is actively challenged. This includes ensuring access to quality education, healthcare, employment, and social opportunities for all residents, regardless of their circumstances.

Our actions to advance EDI are guided by a clear strategy, which includes ongoing education, awareness programs, support networks, and robust policies that promote fairness and equal opportunity. We will work collaboratively with local organisations to create a Rotherham that reflects and embraces its diversity.

SUSTAINABILITY

We are deeply committed to fostering sustainability across our programs and within our local community. We understand that sustainability is key to protecting our environment, improving quality of life, and securing a bright future for generations to come. Our commitment is reflected in our efforts to incorporate sustainable practices into all aspects of our work, from reducing carbon emissions and conserving resources to supporting green initiatives.

Our sustainability efforts are strengthened by collaboration, working alongside local organisations ensuring that future generations inherit a community they can be proud of.



AWARD WINNING

Winning awards and achieving recognition is central to raising the reputation and aspirations across Rotherham. Regardless of how the team are performing on the pitch, by showcasing the success of local initiatives and individuals, we aim to shine a spotlight on the incredible talent, resilience, and potential within the community. These accolades not only celebrate Rotherham's achievements but also inspire pride and ambition among residents, proving that excellence can be achieved here.

By highlighting Rotherham's successes, we aim to challenge perceptions, demonstrate the opportunities available, and create a ripple effect of positive change throughout the town.

2025 EFL League 1 Community Club of the Year

2024 EFL Sustainability Award

2023 EFL Community Player of the Year





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OUR CALLS TO ACTION

► **CONSIDER US.**

We are an independent charity and therefore need to fundraise like any other charity.

► **CONSULT WITH US.**

We have a deep understanding of Rotherham's communities
- valuable insight for strategy and policy formation.

► **JOIN US.**

In our vision to build a Rotherham where everyone is united,
successful and living well.



STRATEGY ON A PAGE

Vision	Everyone in Rotherham: United, successful and living well				
Mission	We aim to unite the people of Rotherham by encouraging healthy, active lifestyles, creating inclusive opportunities, and empowering every individual to reach their full potential. Using the reputation of Rotherham United Football Club, we will work as an anchor organisation to grow and strengthen our charity to build a highly interconnected South Yorkshire borough where everyone works together to live their healthiest, most successful life.				
Action Themes	Community and Inclusion	Health and Wellbeing	Education and Economy	Children and Young People	Strengthening and Growth
Ambitions	A united and inclusive Rotherham where everyone feels valued, connected, and empowered.	Tackling health inequalities so that everyone in Rotherham has access to resources for healthier lives.	Education and employability opportunities to enable everyone to build skills, achieve career goals, and grow an inclusive economy.	All children and young people can grow, learn, and thrive in an environment that nurtures physical activity, resilience, and opportunity.	A robust and ambitious charity that collaborates with local organisations for the benefit of everyone in Rotherham
Goals	Engage underrepresented groups in regular sport, social and wellbeing activities. Strengthen provision for people with Special Educational Needs and Disabilities (SEND), ensuring all activities are accessible, inclusive, and responsive to diverse needs. Develop a workforce that reflects the diversity of Rotherham's population, bringing lived experience into every aspect of delivery. Share high-quality data and evidence that not only demonstrates impact but positions RUCT as a recognised leader and trusted authority for partners to reference. Work collaboratively to attract investment and maximise opportunities for growth across the borough.	Reduce the number of overweight and obese adults. Reduce the number of overweight and obese children. Increase the number of physically active adults. Decrease the number of sedentary adults. Provide effective support for adults living with mental health issues. Improve the overall wellbeing of older adults.	Increase the number of students enrolled on education programmes. Ensure all students participate in volunteering or work experience to enhance real-world skills. Develop students' employability, confidence, and leadership through tailored learning and enrichment opportunities. Support more students to meet or exceed their ambitions and progress successfully from Level 2 to Level 3, and from Level 3 to higher level learning.	Increase the number of schools and young people actively participating in the Trust's CYP programmes. Demonstrate measurable improvements in mental and physical health, educational attainment, attendance, and attitudes towards learning. Improve teachers' confidence and capability in delivering high-quality PE. Expand opportunities for boys and girls to participate in football development and progress from grassroots programmes to Academy football.	Increase annual grant and commissioned income. Improve organisational capacity through staff development. Strengthen governance and accountability so that we can hold ourselves to account and demonstrate our impact. Enhance marketing and communications strategies to raise our profile, effectively engage stakeholders, and support growth. Maximise use of our facilities so that they are attractive, inclusive and profitable.
Tactics	Partnerships and collaboration	Income diversification	Accountability	Influencing	High quality and safe delivery



**ROTHERHAM UNITED
COMMUNITY TRUST**

Rotherham United Community Trust
The Goal Zone, AESSEAL New York Stadium,
New York Way, Rotherham S60 1AH

Tel: **01709 827767**

Email: community@rotherhamunited.net

www.ruct.co.uk

