



FOUNDATION



SALFORD CITY FC FOUNDATION

STRATEGIC VISION 2026-30

Our approach to making a difference



MARTIN INGHAM-GRIFFITH

CHIEF EXECUTIVE OFFICER,
SALFORD CITY FC FOUNDATION

As we launch our new strategy and begin an exciting new chapter as Salford City FC Foundation, I feel incredibly proud to lead the organisation into the next phase of its journey. This moment is an opportunity to reflect on how far we have come and to thank the many people who have helped shape the Foundation along the way.

In particular, I want to recognise our founders, the Class of 92, whose vision, passion and commitment to creating opportunities for local people have been instrumental in building the organisation we are today. I would also like to thank everyone who has served as a trustee, staff member, volunteer, participant, partner or supporter over the years. Their dedication has laid the foundations for everything we have achieved.

As we look ahead, our ambition is to become a leading force for positive change across Salford and beyond, reaching more people through the power of sport, wellbeing and education. We believe everyone should have the opportunity to thrive, regardless of their background or circumstances, and this strategy sets out how we will continue to create opportunities, tackle inequalities and help people achieve their potential.

Central to that ambition is the relationship between the football club and the Foundation. We are at our strongest when we work together, united by a shared commitment to making a positive difference both on and off the pitch. The badge may be worn by players on a Saturday afternoon, but its impact can be felt every day of the week through the work we do alongside our communities.

This new identity as Salford City FC Foundation reflects that connection and our confidence in the future. It honours our proud history while providing a platform for the next stage of our development. I am excited about what lies ahead and look forward to working alongside our staff, trustees, partners, participants, supporters and the football club as we continue to empower, educate and improve lives across our communities.



YVONNE HARRISON

CHAIR OF TRUSTEES,
SALFORD CITY FC FOUNDATION

As Chair of Trustees, I'm incredibly proud to introduce this strategy at such an exciting point in the Foundation's journey. Over recent years, we've seen first-hand the positive impact the Foundations had on individuals, families and communities across Salford.

This is made possible thanks to the dedication of our staff, volunteers, partners, supporters and trustees, alongside the unwavering support of Salford City FC and our founders, the Class of 92.

Our responsibility as a board is to both celebrate the charity's impact, and to ensure we're well positioned to meet the needs of our communities in the years ahead.

This strategy sets out an ambitious vision for the future - one that builds on our strong foundations while creating new opportunities to reach more people, reduce inequalities and improve lives through sport, wellbeing and education.

The launch of Salford City FC Foundation is an important milestone, strengthening the connection between the football club and the Foundation and reflecting our shared commitment to improving people's lives both on and off the pitch.

I'd like to thank everyone who's contributed to the development of this strategy and everyone who will work with us to deliver it.

We are excited about what lies ahead and confident that, together, we can continue to make a meaningful difference to the lives of people across Salford and beyond.



GAVIN FLEIG

CHIEF EXECUTIVE OFFICER,
SALFORD CITY FC

This summer is a landmark moment for Salford City Football Club as we transition into our new identity, and it has provided a natural opportunity for us to re-align with the Foundation.

After a period of change and growth across both organisations, this alignment brings us back together and under a distinctive new identity we hope to create a symbol that represents opportunity and achievement to the people of Salford for the future.

As a Club with community at its heart this alignment is fundamental in helping us to achieve our objectives, and we are excited to see the impact that we can deliver in Salford through outreach and engagement opportunities.



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SALFORD CITY FC FOUNDATION

Salford City FC Foundation, formerly Foundation 92 is the official charity of Salford City Football Club, founded by the Class of 92. We are dedicated to creating positive opportunities for people across Salford and beyond through sport, wellbeing, education, and inclusive community engagement.

Rooted in the local community and inspired by the unifying power of football, the Foundation works to make a lasting and meaningful difference in the lives of those it serves.

With strong connections to the club and its heritage, Salford City FC Foundation delivers a wide range of programmes designed to support individuals of all ages and backgrounds.

The organisation places a particular focus on engaging young people, those facing disadvantage, and communities with limited access to opportunities. By providing safe, inclusive, and supportive environments, the Foundation enables participants to build confidence, develop essential life skills, and improve their overall wellbeing.

Salford is a city of ambition, resilience and opportunity, yet many communities continue to face significant challenges relating to health inequalities, educational attainment, employment prospects, social isolation and economic hardship.

As the charitable arm of Salford City FC, the Foundation is uniquely positioned to use the power of sport, the reach of football and the strength of community partnerships to

create meaningful and lasting change. This strategy sets out how we will maximise our impact between 2026 and 2030, ensuring that our work remains relevant, responsive and focused on the needs of local people.

It provides a clear framework for growth, investment and accountability, enabling us to support more individuals, strengthen communities and contribute to a healthier, more inclusive and prosperous Salford.

As the Foundation continues to grow and evolve, it remains committed to its core purpose: using the power of sport and the influence of Salford City Football Club to inspire positive change. While entering an exciting new phase of development, the Foundation continues to build on its strong local identity and deep community roots.

Driven by a belief that everyone should have access to opportunity, Salford City FC Foundation is proud to support individuals in reaching their full potential, strengthening communities, and creating lasting, positive impact across Salford and beyond.



ABOUT THE FOUNDATION

At Salford City FC Foundation, every number represents a person, a story, and a moment where opportunity strives to replace disadvantage. Since our inception as a charity in 2018, founded by the Class of '92, we have been proud to be the official Charity of Salford City Football Club. Together, we have made a real and positive impact on people's lives beyond the 90-minutes.

Across the world, football and professional clubs are entrenched within communities, and Salford is no different. We work closely with Salford City FC to connect communities closer to their team.

Collectively, we are committed to supporting the community in Salford, through free tickets to games, player visits into the community and player experiences on Salford City FC Matchdays.

In 2024 we were awarded the coveted Community Club of the Year Award at the Armstrong Projects Northwest Football Awards (in association with the PFA). The award was testament to the work the team do across communities supporting the region's most vulnerable young people and adults across a range of programmes.

In 2025, we proudly supported 17,452 individuals across Salford and beyond through 25,345 hours of delivery, reaching 229,511 attendances. This impact was made possible by the dedication, compassion and skill of our staff team and volunteers, who work tirelessly to support communities facing inequality, poor health and limited opportunities.

Our Community Engagement programmes reached 10,263 individuals, creating safe spaces for young people to belong, build confidence and make positive choices.

Through our partnership with Transport for Greater Manchester, 3,844 young people were engaged in behaviour change work that contributed to safer communities. We are especially proud to have increased female participation in Premier League Kicks by 150% since 2023, reflecting our commitment to inclusion.

Through Education and personal development programmes, we supported 4,704 young people, with 89% reporting greater understanding of anti-discrimination and 94% feeling more confident reporting it.

Our Health and Wellbeing work reached 389 individuals, helping improve physical health, mental wellbeing and social connection through programmes such as Fit 92 and Dementia Walking Sports.

Crucially, all the work throughout 2025 was made possible by the generosity of our funding partners, founders and supporters, who share our belief in the power of community. Together, we are not just delivering programmes, we are changing lives and strengthening Salford for the future.



In 2025, we proudly supported **17,452** individuals across Salford and beyond.

OUR PURPOSE

VISION

To be a leading force in **transforming lives** across Salford and beyond, engaging more of our community in sport, wellbeing and education programmes.

MISSION

We empower, educate and improve lives, by reducing inequalities and **creating opportunities** for the people of Salford.

VALUES



Integrity



Collaboration



Versatility



Commitment



KEY THEMES

The Foundation's work is centred around three key areas: Education and Employability, Health and Wellbeing, and Community Engagement. Across these areas, it delivers impactful initiatives tailored to meet local needs. Its health and wellbeing programmes encourage active lifestyles while supporting mental health and emotional resilience.

Through education and employability pathways, the Foundation helps people gain valuable skills, qualifications, and experiences that support their progression into further education, training, or employment.

A key priority for Salford City FC Foundation is strengthening communities and creating a sense of belonging.

Through inclusive activities, outreach programmes, and collaborative projects, the Foundation works to reduce social isolation and bring people together.



Education & Employability



Health & Wellbeing



Community Engagement



Salford is a city with a rich heritage, diverse communities and a strong sense of identity. Home to around 280,000 residents, the city has experienced significant growth and regeneration in recent years, creating new opportunities for individuals, families and communities.

However, many residents continue to face challenges linked to health inequalities, economic disadvantage, educational attainment, social isolation and access to opportunities.

Understanding the communities we serve is fundamental to the work of Salford City FC Foundation. By analysing demographic trends, local needs and community strengths, we can ensure that our programmes are targeted where they are needed most and designed to create meaningful, long-term impact.

The data presented on page 9 provides a snapshot of Salford today and helps to inform the priorities and ambitions set out within this strategy.

The demographic profile of Salford highlights both the opportunities and challenges that exist across the city. While population growth, diversity and regeneration continue to shape Salford's future, significant inequalities remain between communities and individuals.

These realities reinforce the importance of accessible, inclusive and community-led interventions that help people to lead healthier lives, achieve their potential and feel connected to their communities.

As we look ahead to 2030, Salford City FC Foundation is committed to responding to the needs identified within this profile while building on the city's many strengths.

UNDERSTANDING SALFORD



Through partnership working, targeted investment and the power of football and sport, we will continue to support residents of all ages and backgrounds, helping to create stronger, healthier and more resilient communities across Salford.

Understanding Salford is not simply about recognising challenges; it is about recognising potential. Our strategy is built on the belief that every person and every community should have the opportunity to thrive.



Population of **279,029**
(21.2% under 18)

34.1% of all adults in Salford do zero hours of physical activity per week.

29% of children and young people from a low-income family.

21.4% of adults are unemployed and **19.7%** of adults have no qualifications.

UNDERSTANDING SALFORD

50.6% of the population live in the top 20% deprived areas in the country (21.6% live in the 2nd most deprived).

24.7% are disabled or have a long term health condition.

20.4% are diagnosed with a common mental health condition.

35.7% of children under 18 are eligible for free school meals.

THEORY OF CHANGE

CHALLENGE

Inequality and lack of opportunities across Education, Employability, Health, Wellbeing and Communities.



INPUTS

Skilled workforce
Strategic partnerships
Facilities and community spaces
Brand power of Salford City FC
Funding and investment



ACTIVITIES

Health & Wellbeing:
Physical and mental across corporate and community.
Education & Employability:
Employability workshops, mentoring/pastoral support, school based interventions, volunteering, alternative provision and re-engagement.
Community Engagement:
Open access sport and youth work, holiday provision, outreach and inclusion.



OUTPUTS

More people engaging in activities.
More collaboration with partners and communities.
More opportunities in the right places at the right time.



TARGETED OUTCOMES

People in our communities are healthier (physically and mentally).
Young people have increased aspirations and more equipped for their futures.
Safer and more connected communities and an increased sense of belonging to Salford City FC.



GOAL

Reduced inequality and improved life chances for the people of Salford and beyond.

STRATEGIC CONTEXT

This strategy has been developed with consideration of the national policy environment and the priorities of government, public services and national sporting bodies. Across the United Kingdom there is an increasing focus on improving physical and mental wellbeing, reducing health inequalities, supporting children and young people, increasing employment opportunities and strengthening community resilience.

The Foundation recognises the important role that community sport organisations play in delivering these outcomes and will continue to align its work with national ambitions to create healthier, safer and more connected communities.

Football club foundations play a vital role in delivering community impact across the country. The Foundation's work aligns closely with the priorities promoted across professional football, including improving health and wellbeing, supporting education and employability, tackling inequality, promoting inclusion and strengthening local communities.

By maintaining strong relationships with football governing bodies, funding partners and community networks, the Foundation will continue to contribute to the wider positive impact that football has within society while ensuring that local needs remain at the heart of our delivery.

The Foundation is committed to supporting the ambitions of Salford City Council and local public sector partners. This includes contributing to priorities around reducing inequalities, improving health outcomes, supporting children and young people, increasing opportunities for residents, creating stronger communities and helping people to live healthy and independent lives.

Through collaborative working and place-based delivery, the Foundation will complement and enhance local services, ensuring that community investment delivers the greatest possible benefit for residents across Salford.

The Foundation is proud to be an integral part of the wider Salford City FC family. While operating as an independent charitable organisation, our strategy reflects the values, aspirations and community commitment of the football club.

We share a belief in ambition, inclusion, opportunity and community pride. Through this strategy, the Foundation will strengthen the connection between the club and its communities, ensuring that the positive influence of Salford City FC extends beyond the pitch and contributes to lasting social impact across the city.

Together, we will use the power of football to inspire people, strengthen communities and create opportunities for future generations.

STRATEGIC PRIORITIES

1

2

3

4

5

To **empower local communities**

through increased participation in sport, wellbeing and education programmes.

We will create more opportunities for people of all ages and backgrounds to access high-quality programmes that improve physical health, mental wellbeing, personal development and life chances. By reducing barriers to participation, we will ensure more people can benefit from the positive impact of our work.

To foster a **thriving workforce** within our organisation.

Our people are at the heart of everything we do.

We will invest in the wellbeing, development and progression of our staff and volunteers, creating a positive, inclusive culture where individuals feel valued, supported and empowered to make a difference.

To promote **inclusivity** and champion **diversity** in the local community.

We believe everyone should feel welcome, represented and able to participate. Through targeted programmes, meaningful engagement and inclusive practice, we will work to break down barriers, celebrate diversity and create opportunities for underrepresented communities to thrive.

To build sustainable, **high-impact programmes** that deliver our mission and realise our vision.

We will design and deliver programmes that respond to local need, demonstrate measurable impact and create lasting change. By securing investment, embracing innovation and continuously evaluating our work, we will ensure our programmes remain relevant, effective and sustainable for the future.

To strengthen **collaboration** with our club, partners and community and maximise our impact.

We recognise that lasting change is achieved through strong relationships and shared ambition. By working closely with Salford City FC, local organisations, funders, supporters and community stakeholders, we will strengthen our collective impact and create greater opportunities for the people of Salford.



MEASURING SUCCESS

Our delivery model

ENGAGE

We begin by creating accessible entry points that attract and engage people who may not otherwise access support. We build trust and relationships with young people, families and communities through the appeal and identity of Salford City FC.

DEVELOP

Once individuals are engaged, we provide structured support and development opportunities designed to build skills, confidence, resilience and positive behaviours.

PROGRESS

Participants are supported to move into meaningful next steps such as education, employment, training, volunteering or leadership opportunities. Our partnerships help create clear pathways for progression.

SUSTAIN

We continue to support individuals through ongoing opportunities, community engagement and positive networks, helping them remain connected, maintain progress and become role models within their communities.



HOW WE KNOW WE ARE MAKING A DIFFERENCE

Participation and reach

We track how many people engage with our programmes, ensuring we are reaching those who need support the most. This includes monitoring attendance, retention and engagement across education, health and community activities.

Individual progress and outcomes

We measure how individuals develop over time, including improvements in school engagement, behaviour confidence, wellbeing and employability skills. We also track progression.

Health and wellbeing improvements

Through participant feedback and programme evaluation, we monitor improvements in physical activity levels, mental wellbeing, confidence and social connection.

Community impact

We assess how our programmes contribute to stronger, safer and more connected communities, including increased engagement, improved community participation and stronger local partnerships.

Long-term impact

Ultimately, success is measured by our contribution to reducing inequality and improving life chances for people across our communities, while strengthening connection and pride through the influence of Salford City FC.



STRONGER TOGETHER

Partnership working is central to the Foundation's approach. By collaborating with schools, local authorities, businesses, and community organisations, Salford City FC Foundation ensures its programmes are relevant, sustainable, and impactful.

These partnerships allow the Foundation to extend its reach and respond effectively to the evolving needs of the communities it supports.

Do you share our vision of empowering communities and breaking cycles of deprivation? Salford City FC Foundation thrives on meaningful partnerships with like-minded organisations that want to create lasting change.

Together, we can make a greater impact.

Your support can change lives. Every donation helps Salford City FC Foundation deliver vital programs that tackle poverty, improve health, and inspire the next generation.

Together, we can create brighter futures for the most vulnerable in our communities.

Contact foundation@salfordcityfc.co.uk to get involved





FOUNDATION

Registered
Charity Number:
1180246

Visit us online:
www.salfordcityfcfoundation.org

Contact **foundation@salfordcityfc.co.uk**
to get involved



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