



# **STRATEGY**

## OUR FUTURE FROM 2022

HELPING/INSPIRING/ENRICHING/  
LISTENING/ BUILDING/GUIDING/  
EDUCATING/TEACHING/LEARNING/  
MOVING/THINKING/APPLYING/  
IMPROVING/TALKING/CHALLENGING/  
FEEDING/PLANNING/COMMUNICATING/  
LEADING/WORKING/CREATING/  
FIXING/CONTRIBUTING/PARTNERING/

**SUPPORTING**

# STRATEGY

For ten years, as the official charity of Huddersfield Town AFC, the Huddersfield Town Foundation has been inspiring people, creating opportunities and working with other local organisations to deliver a variety of projects across Kirklees.

We've done a lot, and there is more to do. At this important moment in our history we've been thinking hard about the future, speaking with the leadership team at the football club and all our partners, as well as collecting ideas from across our community to plan the next chapter in our story.





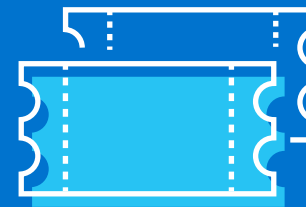
# MILESTONES



## 2012

Huddersfield Town Foundation registered as a charity, first Ladies' Lunch fundraising event held.

The Breakfast Clubs are launched in local schools. From the first five in 2012, the Foundation now provides 41 schools with breakfasts across Kirklees.



## 2015

The Foundation distributes more than 5,000 match tickets to children and young fans in the first three years of its existence.



## 2019

First Sporting Memories session held at the Brian Jackson House and launch of Walking Group.



## 2021

Launch of Walking Football activities, delivery of NCS Program and involved in Holiday Activity Fund.



## 2017

Launch of Premier League Primary Stars and Premier League Kicks programmes.



## 2018

One millionth breakfast served, and the first Big Sleep Out held at the John Smith's Stadium, raising more than £50,000.



## 2022

New strategy launch and 10 year celebration.



## 2020

Launch of inaugural BSC degree programme in Community Football Coaching & Development with the University of South Wales



## OUR PURPOSE

We are rooted in our community. The unique needs of Kirklees are part of how we define our purpose, along with our passion for football and support, our distinct set of knowledge and skills, and the resources we can access to make it all happen.

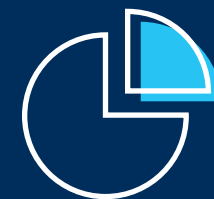
The Huddersfield Town Foundation can't meet all the challenges that face our community, but there are issues in Kirklees where we strongly believe we can make a difference.

## KIRKLEES

Huddersfield Town Foundation



## DID YOU KNOW?



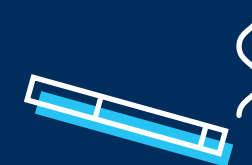
A quarter of 3-10 year olds in Kirklees live in Relative Poverty



60% of 35-59 year olds in Kirklees are above a healthy weight



A third of 60-79 year olds in Kirklees live alone



20% of 18-34 year olds in Kirklees smoke



Only 1 in 3 adults in Kirklees do the recommended level of physical activity

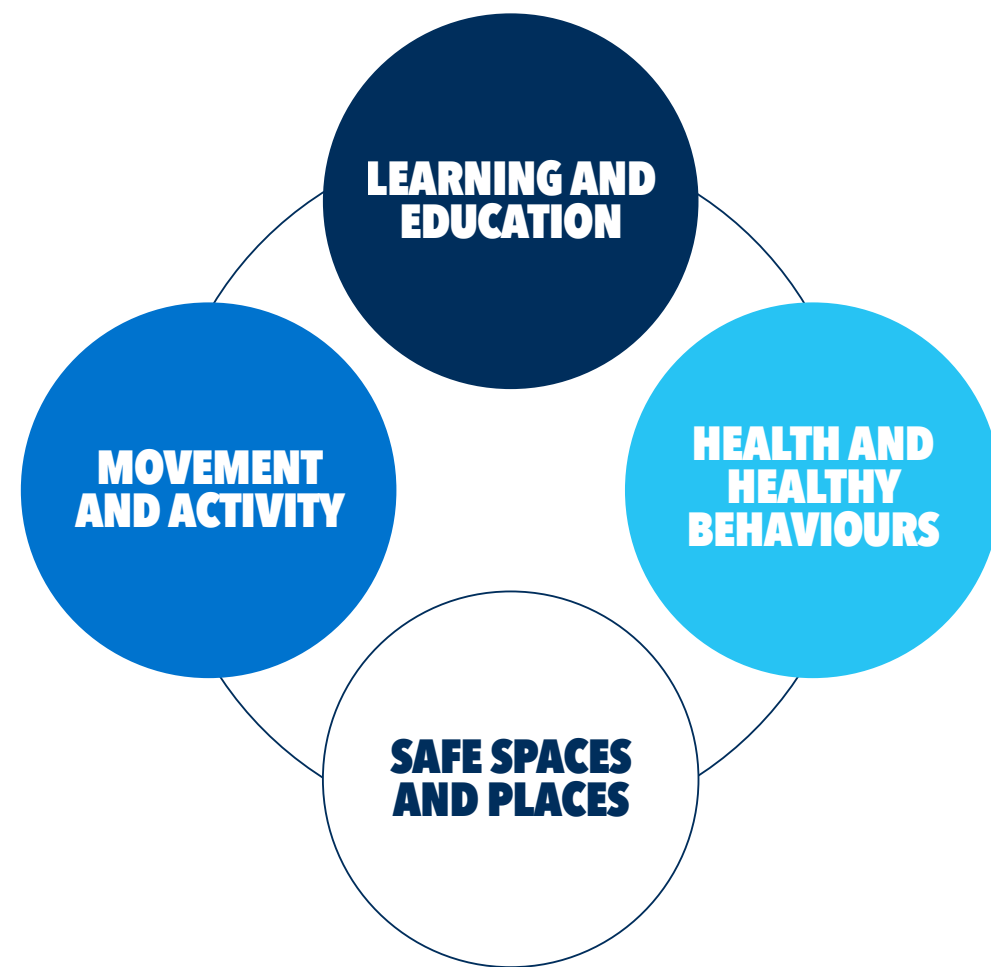


There is a 8.9 year gap in life expectancy for men and a 7.3 year gap for women between the most and least deprived communities in Kirklees



# MAKING AN IMPACT

Having defined our purpose, we've looked to where we believe we can make the most impact in Kirklees.



These are all linked and our projects do not sit within one alone. Instead we aim to create programmes that make a positive impact across all four, recognising how one can lead to another and that they are all connected.

Together with our mission and vision, these areas of impact shape our strategic objectives.



### **OUR MISSION**

**Tackle the consequences of inequality by working to provide positive opportunities and support to the community of Kirklees**

### **OUR VISION**

**Create lifelong opportunities for people in Kirklees to feel safe, healthy and included as part of a community**

# JJ'S JOURNEY

To explore the work of the Foundation in a little more detail, we follow JJ on their journey from Breakfast Club participant to qualified Coach...



## HOME

We provide Breakfast Clubs in 41 (mostly) primary schools, serving an average of 11,000 free breakfasts a week including more than 400 loaves of bread and 500 litres of milk. Since 2012, we've served over two million free breakfasts to children in Kirklees.

When I think of the Foundation, I think about the huge contribution they make on food poverty. The value of that is huge.

**Jo-Anne Saunders, Kirklees Council**



## SCHOOL

The Breakfast Clubs help make sure kids get to school on time and aren't starting lessons hungry. There's also the social aspect and mixing with other children, getting away from pressures at home and just having a chance to sit and eat food with friends.

**Jeanette Cartwright,  
Breakfast Club Ambassador**

Breakfast Club has made a difference to me because I get to class on time without being late.

**Holly-Marie, Breakfast Club  
Participant at Oak Primary School**



## STADIUM

The starting point for the Foundation was Huddersfield Town AFC, and we work closely with our colleagues at the Football Club on a day to day basis. We are constantly reminded of the power of football and the power of the badge.

If you ask me about the importance of the Foundation, it is about chances in life. It's about access to opportunity.

**Response to the Huddersfield  
Town Foundation staff survey**

The Foundation is what Huddersfield Town AFC is all about – caring, proud and making a positive contribution on and off the pitch.

**Member of the Football Club's  
Senior Leadership Team**



## COMMUNITY

Since the launch of the Sporting Memories sessions at Brian Jackson House in 2019, more than 120 participants have joined in the activities both in person and online. In Kirklees, a third of people over the age of 60 live alone, and loneliness in our community is an issue activities such as Sporting Memories are aiming to address.

The Sporting Memories sessions have become a regular treat and valuable distraction from all that is happening in the world. Discussions often extend to other sports and opinions are offered on a variety of world issues. Putting the world to rights can be very cathartic.

**Paul, Participant**

The Huddersfield Town Foundation works with over 60 partners in a number of different ways. These partners support individual programmes, delivery in a certain area or location, provide funding and/or strategic development, and share joint aims and objectives. What is consistent is that the relationship provides a benefit to each partner as well as to the Foundation.



## ACTIVITIES

The Foundation runs a number of programmes that encourage movement and physical activity, including Premier League Primary Stars, Premier League Kicks and Walking Football for the over 50s.

Since 2019 Huddersfield Town Foundation has run 334 Premier League Primary Stars sessions for 1295 participants.

The Huddersfield Town Foundation coaches successfully build teamwork, coordination skills and practical maths activities in a fun and collaborative way.

**Alister Maccade, Maths  
Coordinator at Southgate School**

Since 2017 over 2000 young people have attended our Premier Kicks sessions, resulting in over 40,500 hours of activity. On average, we provide ten hours of free community activity a week for 8-19 year olds in Kirklees, with eight sports alongside football offered within the programme.



## FUNDRAISING

We raise funds for the Foundation in a number of creative ways. One of our most popular regular fundraising events has been the Big Sleep Out. Since it started in 2018, more than 500 people have taken part, raising more than £125,000 to support ten local charities and organisations.



## DEGREE PROGRAMME

In 2021 our inaugural cohort of degree students all passed the first year of their course in Community Football Coaching & Development, in partnership with the University of South Wales.



## EMPLOYMENT

The content of the course is fantastic and the opportunity to do voluntary hours at the Town Foundation has been a really special experience. This degree has given me an opportunity to get into a career I have always dreamed of being in!

**Ryan, Student**

The Huddersfield Town Foundation is like a family member – it's always there for you, supports you through good times and lows, and encourages you to learn and have ambition.

**Siobhan Atkinson, Huddersfield  
Town Foundation Chief Executive**

# ABOUT THE FOUNDATION

Since 2012 the Huddersfield Town Foundation has grown from a staff of two to a team of 30. As we look ahead to the next 3-5 years with the launch of our new strategy, there are three elements that will be crucial to our success:

- 1** A clear structure and culture within the organisation that allows us to deliver on our mission and vision while working closely with our partners.
- 2** Sustainable finances, including finding new ways of raising funds to deliver the work we do in Kirklees.
- 3** An ongoing measurement of the impact we're having within our community to be sure we are delivering quality and making a difference where it is most effective.

## HOW THE FOUNDATION WORKS

The Huddersfield Town Foundation is an independent organisation with our own Board of Trustees and Management Team. Our Trustees come from a variety of backgrounds and are all volunteers. They make sure we always put the needs of people in Kirklees first, and safeguard our assets by providing strategic direction. The Management Team is accountable to the Trustees.

As the official charity of Huddersfield Town AFC, the Football Club is represented on our Board of Trustees to ensure that – along with the independent trustees – both the Club and the Foundation are working together with a combined ambition and aim alongside our community to make a positive difference.

## WHAT TYPE OF CHARITY ARE WE?

The Huddersfield Town Foundation is an officially registered charity with the Charity Commission and is often recognised as a Club Community Organisation (CCO). There are over 92 in England, each one connected to a professional football club. Clubs and their CCOs are perfectly placed to help the community around them, and successfully engage with groups that many other programmes fail to reach.

We think of our culture as our character and personality. More than words, it is the actions of our leaders, values, traditions, behaviours and the attitudes of the people who work here. We are...

**COLLABORATIVE**

**OPEN AND BRAVE**

**IMAGINATIVE AND  
INSPIRING**

**CONSISTENT AND  
DETERMINED**

**CARING AND  
RESPECTFUL**



There are lots of great community and voluntary organisations in Kirklees. We work in partnership with many of them, and want to work with others, to support their work at the same time as delivering our strategy. Kirklees Council is another key partner that we continue to work closely with to respond to the needs in our local communities.

## **WORKING GROUPS**

The Foundation participates in a number of Working Groups within our community, working together with other organisations and individuals on a variety of themes and issues. These include the Tackling Poverty Partnership Group, the HTAFC Equality & Safeguarding Working Group, Kirklees Body Positive Partnership, Kirklees Active Schools, Everybody Active, Kirklees Council Youth Programme Development Board, the Holiday Activity Fund, Kirklees Youth Alliance and Tackling Inequalities Working party.





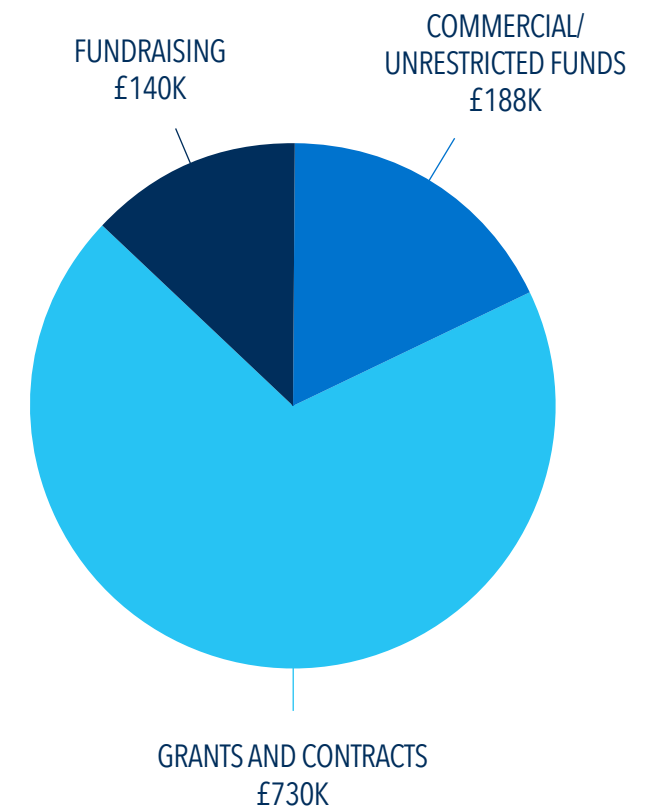
## SUSTAINABLE FINANCES

Our work is paid for by the incredible fundraising efforts within the Foundation and our community, as well as through funding from our major partners at the Premier League Charitable Foundation and English Football League Trust. We spend it on delivering a host of projects in the community – from women's football to children's Breakfast Clubs, from activities for families living with dementia to activities that prevent vulnerable people getting involved with organised crime.

We want to raise funds from a greater diversity of sources over the next three years, creating new fundraising opportunities and innovating to reduce the risk of losing one of our current funding streams should the worst happen. This will mean we're able to work with more people across our community and that we're able to commit to longer term impact across Kirklees. The money that we bring in, via funding and fundraising, stays local and within the community we are a part of.

## WHERE THE MONEY COMES FROM

Our work is funded by a mix of local fundraising activity, grants and contracts. We've worked hard to increase the amount of funding that we raise so that we can have an even bigger impact in the area. Our turnover has increased from £5,375 in 2012 to £1,029,147 in 2019-20.



## WHERE IT IS SPENT

All of the money that we raise, including that from the Premier League and English Football League, stays locally and is spent on the projects we run in Kirklees. For every £5 we raise...





# MEASURING OUR SUCCESS

Our work is rooted in the communities of Kirklees and we are committed to reviewing our strategy every six months to make sure that we're making a difference to the lives of people across the area. One of the first steps in launching the strategy will be to create a structure for this. The results will be published in an Annual Impact Report.

The need to make a positive difference to people's lives is at the heart of everything that we do. From the fundraising team to the coaches delivering activities in the community, we measure everything to understand how we're doing and where we can improve to better deliver on our mission and vision.





# STRATEGIC OBJECTIVES

The following objectives for the upcoming period are based on the Foundation's mission and vision, and the desired impact of our work as explored at the start of the strategy.

We will...

- Evaluate all current activities and future programmes according to our mission, vision and the areas of impact as defined in the strategy: movement and activity, safe spaces and places, learning and education, health and healthy behaviours.
- Publish an Annual Impact Report based on quality standards, responding to intelligence on trends and issues across Kirklees.
- Commit to delivering and servicing a greater range of communities across Kirklees.
- Create opportunities for people at different stages of their lives and personal development.

To achieve these objectives, we also commit to...

- Financial security and long term sustainability for the Foundation, through continual appraisal of funding and fundraising opportunities.
- Defining a set of sustainability and environmental standards as part of our code of practice, in consultation with our partners and funding bodies.
- Improving the positioning and visibility of the Foundation as the official charity of Huddersfield Town AFC, recognised and respected for our impact across Kirklees.
- Finding new and creative ways to share the stories of the Foundation's work with both the club's traditional fanbase and in the wider community.
- Celebrating, sharing and showcasing best practices within Kirklees to help reinforce the Foundation and Club's position at the heart of the community.
- Joining forces with other local organisations to create the biggest impact we can.
- Living the Foundation's values each and every day and in everything we do.



# THANK YOU

All fans of the Terriers, Foundation staff, trustees and supporters who donated their time and took part in workshops and completed a range of surveys to help shape the future of our work.

The Huddersfield Town AFC team, on and off the pitch. Partners who all care so deeply about people in Kirklees. Kirklees Council, Kirklees Active Leisure, Community Links, Huddersfield Town Women FC, Locala Health and Wellbeing, West Riding County Football Association, Everybody Active, Yorkshire Sport Foundation, Kirklees Youth Alliance, NHS Kirklees CCG, South West Yorkshire NHS Trust, West Yorkshire Police, Ready Steady Active and all of the schools and colleges we work with each week.

Our colleagues at The Premier League, English Football League, Premier League Charitable Fund, The EFL Trust and Football Association.

If you would like to receive more information on any aspect of our strategy or work please contact us on **01484 503773** or **[help@htaafcfoundation.com](mailto:help@htaafcfoundation.com)**.

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# ON YOUR SIDE