

THE ALBION FOUNDATION STRATEGY 2020 – 2022



“10,100,100”

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1.0	INTRODUCTION
	<p>1.0 The TAF Director has prepared this Strategic Business Plan with the intention for it to replace the previous Strategic Business Plan 2016-2019 that ends 31st December 2019</p> <p>1.1 The Director worked closely with Trustees, Senior Management and all Staff of (TAF), WBA FC Senior Management and external partners and stakeholders to create this plan.</p>
2.0	EXECUTIVE SUMMARY
	<p>2.1 (TAF) is a charitable trust and is the official charity partner of West Bromwich Albion Football Club. (TAF) became self-funding in 1991 and gained charitable status in 2000. (TAF) See Appendix 1 for Article of Association Objects.</p> <p>2.2 (TAF) has an active board of trustees with a broad range of strategic, business and community links whom the Director reports to. It is our intention to add Ambassadors and Thematic Operational Task Groups to the structure.</p> <p>2.3 The Director leads a Senior Management Team of seven who provide the expertise and guidance across the Foundation to 68 full-time staff and 88 part-time staff who are committed to our “Why” “Albion Cares about Making a Difference.”</p>

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| | <p>2.4 The (TAF) vision is to create “A Proud Albion Family, Engaged, Inspired and Achieving its Potential”</p> <p>2.5 The (TAF) goal is “To deliver 10,000,000 unique hours and make a measurable difference to 100,000 people in the next 10 years. 10:100:10.”</p> <p>2.6 The focus will be to use the power of West Bromwich Albion FC to deliver excellence in Wellbeing, Behaviour Change and Active Lifestyles.</p> <p>2.7 We aim to live by our values; We always Show Integrity, Go Above and Beyond, Find a Better Way and Inspire to Achieve.</p> <p>2.8 We have 6 Key Strategic Objectives – the 6 P’s of Progress, PEOPLE, PLACE, PROMOTION, PROJECTS, POUNDS & PENCE, PARTNERSHIPS</p> <p>2.9 The key assumptions of this plan are (1) WBA FC remain in the Championship and therefore Premier League Funding remains the same for duration of plan. There is a recognition of the increase of funding Premier League Status will make in the finance section. (2) TAF by Year 3 of the plan will have a new facility enabling the growth projected. (3) TAF delivers all necessary KPI’s to trigger the growth projected.</p> |
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	<p>2.10 The aim will be to develop impact measures for all key projects and by Year 2 be able to measure the difference we are making for our family members. We will use this evidence to expand key focus projects that have the most impact.</p>
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A PROUD ALBION FAMILY, ENGAGED, INSPIRED, ACHIEVING ITS POTENTIAL					
WE WILL DELIVER 10,000,000 HOURS AND MAKE A MEASURABLE DIFFERENCE TO 100,000 LIVES IN THE NEXT 10 YEARS; 10:100:10					
WE CARE ABOUT MAKING A DIFFERENCE					
WE ALWAYS					
SHOW INTEGRITY	GO ABOVE & BEYOND	FIND A BETTER WAY		INSPIRE TO ACHIEVE	
6 P PILLARS TO PROGRESS					
PEOPLE	PLACE	PROMOTION	PROJECTS	POUNDS & PENCE	PARTNERSHIPS
ONE CULTURE – ONE TEAM	FIND A HOME	SIMPLIFY OUR MESSAGE	BE THE BEST & PROVE IT	CONTROL OUR DESTINY	ONE CLUB-ONE FOUNDATION
OUR OBJECTIVE BY 2022					
WE ARE ONE TEAM WITH ONE CULTURE	TOGETHER IN A HOME WE ARE PROUD OF	PEOPLE KNOW ABOUT US, GET US AND LOVE US	FOCUSED, DO IT BRILLIANTLY AND CAN PROVE IT	FINANCIALLY VIABLE REGARDLESS OF WHAT HAPPENS ON THE PITCH	VALUED & INTEGRAL PART OF THE CLUB
USED THE POWER OF WBA FC TO DELIVER EXCELLENCE IN					
WELL-BEING	BEHAVIOUR CHANGE		ACTIVE LIFESTYLES		
KEY RESULTS BY 2022					
INDEPENDENT SCHOOL WITH 80 PUPILS AND GOOD OFSTED	WBA ONE OFFER IN SCHOOLS IN 70 + SCHOOLS WITH 80% SATISFACTION		INTEGRATED KICKS OFFERING PROGRESSION FOR DISAFFECTED, GIRLS AND THOSE WITH DISABILITIES TO TEAMS AND POST 16 PATHWAY		
COMMISSIONED HEALTH PROJECTS + £150,000	NCS DELIVERED TO 350 YOUNG PEOPLE WITH OUTSTANDING OUTCOMES		POST 16 PATHWAY WITH 70 PUPILS – TO UNIVERSITY 8 PER YEAR TO EMPLOYMENT – 5 EMPLOYED		
OUTSTANDING BEST PRACTICE INSPIRES FOR SECONDARY SCHOOLS GROWN BY 30%	VALUED FOOTBALL DEVELOPMENT PATHWAY FOR ALL		PATHWAY FROM PARTICIPATION TO TRAINING AND EMPLOYMENT FOR THOSE WITH DISABILITIES		
FINANCIAL GROWTH					
2019-2020		2020-2021		2021-2022	
£2.6 MILLION TURNOVER - £35,000 SURPLUS		£2.8 MILLION TURNOVER - £35,000 SURPLUS		£3.3 MILLION TURNOVER - £68,000 SURPLUS	
BY 2022 DELIVERED 3,000,000 HOURS AND MADE A MEASURABLE DIFFERENCE TO 30,000 FAMILY MEMBERS					
3.0	STRATEGIC OBJECTIVES & KEY RESULTS OVERVIEW				

		BY 2022 WE WILL:	
STRATEGIC OBJECTIVE	KEY AIM	KEY RESULTS	
People One Culture, One Team	We are One Team, with One Culture	<ul style="list-style-type: none"> • 100% of contracted and volunteer staff can recall the core values • 0 staff fail probationary period and less than 5% staff leave within 1 year of employment • Staff Satisfaction Survey Results improve by 10% 	
Place Find a Home	Together in a “Home” we are proud of	<ul style="list-style-type: none"> • We have secured a site • Accessed necessary funding • Have a new facility with office, playing facility, educational units within. 	
Promotion Simplify our Message	Known about, people get us, and love us!	<ul style="list-style-type: none"> • Staff recall of vision, goal, our why, our focus of previous strategy score compared to new strategy shows 90% + improvement • Teacher survey recall of goal, why & WBA focus to be 70% • We have high quality technology for marketing which provides satisfaction score +80% • WBA One Offer is an integral part of +70 schools • 90% of school staff surveyed can recall what WBA stands for • 80% satisfaction score from schools re WBA offer 	
Projects Be the Best & Prove it	We are focused on what we do, do it brilliantly and we can prove it	<ul style="list-style-type: none"> • An Independent School for Alternative Provision with 40 pupils on role and we are rated a minimum of “Good by Ofsted” 	

		<ul style="list-style-type: none"> • Further and Higher Sport & Education Pathway – 70 students succeeding on our own Post 16 programme, 8 students per year on USW, 5 full-time members of staff have progressed through pathway • NCS – delivering 350 places with quality • A financially viable WBA One-School Offer through all Key Stages – mainstream and special school that is valued by all partners • Positive Well-being and Mind-set – Inspires recognised by PL as outstanding project, school buy in increased by 30% • Crime & Youth Violence Reduction – Targeted provision established, partnerships with Police and Youth offending, hitting all KPI’s • Kicks as a pathway from participation to exit routes of competitive sport for hard to reach, disaffected young people – Post 16 programmes, local clubs, WBA FC Basketball, girls – RTC, WBA FC Women, those with disabilities and learning difficulties – WBA FC Disability • Commissioned Health & Fitness programmes for all ages • An International Football Development – financially viable working in 12 countries with team of 2 full-time staff • Sport Development Pathway from grassroots to elite – for all abilities valued by WBA FC Academy and local grass roots clubs • Training, Job Opportunities for Adults with Disabilities and Learning Difficulties – 10 people in to full-time paid employment, 30 placements per year <p><i>BY SEPTEMBER 2020 WE WILL HAVE IMPACT MEASURES IN PLACE FOR ALL OF THE ABOVE AND WILL SET KEY RESULTS IN EACH AREA</i></p>
Pounds and Pence	Financially viable regardless of what happens on the pitch	<ul style="list-style-type: none"> • % Premier League funding to turnover has reduced from being 26.23% in 2019 to 15.38% in 2022 if remain in Championship

<p>Control our Destiny</p>		<ul style="list-style-type: none"> • % Premier League funding to turnover has reduced from being 26.23 % in 2019 to 20.38% in 2022 if remain if promoted and stay in Premiership • Expand Fundraising and Sponsorship Income from £166,000 to £248,000 by 45% • Donations increase by 7.5% year on year through 3 year period • Develop Post 16 college programme and university pathway model income increase from £210,000 to £310,000 by 47% • Develop “Health expertise” to attract external funding – increase from £50,000 to £150,000 by 200% • Develop “International & Residential Programme” to be financially viable to the level of triggering a trading arm – increase income from £50,000 to £110,000 by 220% • Further expansion of “Football Development” income streams through geographical expansion increase from £230,000 to £300,000 by 13% • Alternative Provision income increase from £85,000 to £401,000 by 471% • NCS income increase from £50,000 to £175,000 by 350% • Primary Schools One Offer income increase from £282,000 to £432,000 by 153%
<p>Partnerships One Club/One Foundation</p>	<p>Valued and integral to the Football Club</p>	<ul style="list-style-type: none"> • We have a seat at the Non-Football Board of WBA FC to provide a strategic voice • We are an integral part of the WBA FC Strategic Plan • WBA FC has adopted and implemented 3 of our Culture strategies
<ul style="list-style-type: none"> • Delivered 3,000,000 unique hours and made a measurable difference to 30,000 of our Family Members 		

4.0	STRATEGIC OBJECTIVES & KEY RESULTS DETAIL
4.1	PEOPLE - ONE CULTURE ONE TEAM
Key Objectives	<ul style="list-style-type: none"> • <i>Embed our core values in all we do</i> • <i>Better recruitment and retention of staff</i> • <i>Establish and embed a “Culture contract” with non-negotiables that are mutually beneficial</i> • <i>Establish a “One Albion Offer W B A” offer to schools bringing expertise together from all departments</i> • <i>Establish the “Operations Team” as the central cog of the Foundation that enables cross working, sharing of skills, good practice.</i>
4.1.1	PEOPLE – We have One Team, with One Culture
Key Results	<ul style="list-style-type: none"> • <i>100% of contracted and volunteer staff can recall the core values</i> • <i>0 staff fail probationary period and less than 5% staff leave within 1 year of employment</i> • <i>Retention rate improves by 10 % TBC</i> • <i>Staff Satisfaction Survey Results improve:</i> • <i>Happy & Motivated in work – base 73% increase to 80%</i> • <i>Valued – base 72% increase to 85%</i> • <i>SMT contribute to positive culture 74.4% increase to 90%</i> • <i>Strong working relationship between departments – base 23.3% increase to 65%</i> • <i>Positive working environment – base 64.9% increase to 80%</i> • <i>Great place to work – base 81% increase to 90%</i>

- **Staff treated fairly and equally – base 66.2% increase to 80%**
- **Good communication across organisation – base 33.8% increase to 70%**
- **Morale of workforce is good/excellent base 73% increase to 83%**
- **My morale is good/excellent – base 77.03 increase to 85%**
- **Team spirit across Foundation is good/excellent – base 51.4% increase to 75%**

- **Culture contract – code of conduct is no longer required after 2 years of employment**

- **WBA One Offer is an integral part of +70 schools**
- **90% of school staff surveyed can recall what WBA stands for**
- **80% satisfaction score from schools re WBA offer**

- **Operations team staff trust and respect – base? Increase to?**

Key Objective 1 - Embed our core values in all we do

Owned By	Timescale	Objective
R. Lake	Yr1 Q1 – By Sept 2019	Consult with staff to gain buy in for the new values
A.Dove & Culture Task Group (CTG)	Yr1 Q2 – By Dec 2019	Introduce the values through the Foundation Values Awards and embed termly celebrations of staff who show these values
A.Dove & CTG	Yr1 Q3 – By March 2020	Consistent and continual verbal and visual reminders of the Values through all forms of communication
All SMT	Yr1 Q4 – By June 2020	Values are embedded as part of recruitment, induction, training, observations, 1-1 meetings and reviews and performance management

Key Objective 2 - Better recruitment and retention of staff

Owned By	Timescale	Objective
D. Lawrence	Yr1 Q2 – By February 2020	Review and revise recruitment process creating a high quality template that can be adapted for all new positions within the Foundation
TBC	Yr1 Q3 & 4 - By June 2020	Develop adverts that focus on our values and our why. Research best practice for recruitment advertising, shortlisting techniques to ensure we do not miss “hidden gems”
TBC	Yr1 Q3 & 4 - By June 2020	Develop innovative interview processes which clearly identify the candidate’s values, their why, the key attributes required for the role

TBC	Yr2 Q4 – By June 2021	Establish a “Future employee” network which develops relationships with high quality individuals who display the values, regular Foundation information events, develop relationships with colleges, universities, sporting governing bodies to enable signposting
TBC	Yr2 Q2 – By Dec 2020	Establish high quality volunteer pathway, apprentice/degree programme focusing on quality and preparation for full-time employment
Key Objective 3 - Establish and embed a “Culture contract” with non-negotiables that are mutually beneficial		
Owned By	Timescale	Objective
R. Lake	Yr1 Q1 – By Sept 2019	Work with a range of staff to develop a contract, which sets clear expectations and standards required of staff.
R. Lake	Yr1 Q1 – By Sept 2019	Provide staff with a “guarantee” of what the Foundation will offer to the employee as part of this contract
R. Lake	Yr1 Q1 – By Dec 2019	Create a “culture committee” that constantly reviews and makes improvement to the code, who become the voice of the staff
Key Objective 4 - Establish a “One Albion Offer W B A” offer to schools bringing expertise together from all departments		
Owned By	Timescale	Objective
D.Lawrence	Yr1 Q1 – By Sept 2019	Create working group to consult with schools to ensure we have the right product, a simplified and viable pricing policy, a package that provides schools with a “one-stop shop” for their external school support
D.Lawrence	Yr1 Q3 – By March 2020	Create a marketing package and a schedule of promotional events for schools to ensure understanding and awareness for schools
D.Lawrence	Yr1 Q4 – By June 2020	Develop a training programme and schedule to ensure we have a team that has the skills and knowledge to deliver the package, that all staff buy in to the collective approach and there is cross working
D.Lawrence	Yr1 Q3 – By March 2020	Create a “Schools Relationship” role who would oversee the sale of the programme, the logistics of staffing and the ongoing quality assurance of the service to schools working alongside key “curriculum specialists” who oversee “Well-being, Behaviour Change & Active Lifestyles”
D.Lawrence	Yr2 Q2 – By Dec 2020	Develop the concept further to create a pre-school and secondary school “WBA offer”

4.2	PLACE - FIND A HOME	
Key Objectives	<ul style="list-style-type: none"> • Find an effective “business model” for new facility • Think “BIG” and make it happen • OR change thinking, make the absolute best of what we have 	
4.2.1	PLACE – We are Together in a “Home” we are proud of	
Key Results	<ul style="list-style-type: none"> • We have secured a site • Accessed necessary funding • We have a new facility with office, playing facility, educational units within 	
Objective 1 Find an effective “business model” for new facility		
Owned By	Timescale	Objective
R.Lake	Yr1 Q3 – By Feb 2020	Find an effective “business model” for new facility
R.Lake	Yr1 Q4 – By June 2020	Explore all capital funding and partner relationship opportunities to enhance the model whilst ensuring the Foundation has majority control
R.Lake	Yr1 Q4 – By June 2020	Find and secure the best possible location which provides an iconic and inspirational environment with growth opportunities in the future
Objective 2 - Think “BIG” and make it happen		
Owned By	Timescale	Objective
R.Lake	Yr2 Q3 – By March 2021	Building on all of the above once they are confirmed need to secure Premier League Funding and any other capital funding investment
R.Lake	Yr2 Q4 – By June 2021	Create capital fundraising committee if required to produce and deliver plan to finance the remainder of funding
R.Lake	Yr2 Q3 – By March 2021	Confirm leasehold of any land, confirm building design, costings, tender confirmed for building contract
R.Lake	Yr3 Q1 – By Sept March 2021	Further development of delivery plan and transition phase from facilities.
Objective 3 - OR change thinking, make the absolute best of what we have		
Owned By	Timescale	Objective
R.Lake	Yr2 Q2 – By Dec 2020	18 months in to this business plan cycle, Summer 2021 if the above has not been achieved or plan in place make strategic decision to change direction

R.Lake	Yr2 Q4 – By June 2021	Develop plans to secure current facility long term lease agreement and or investigate asset transfer
R.Lake	Yr3 Q1 – By Sept 2021	Develop further refurbishment and improvement investment plan for all facilities
R.Lake	Yr3 Q3 – By March 2022	Explore satellite hub development in key geographical areas
4.3	PROMOTION - SIMPLIFY MESSAGE	
Key Objectives	<ul style="list-style-type: none"> • Clear, simple communication of our Vision, Goal, Why, Focus and Values • Engage through our “WHY” • Intelligent Marketing and Relationship Development • “One Albion Offer W B A” 	
4.3.1	PROMOTION – We are known about, people get us, and love us!	
Key Results	<ul style="list-style-type: none"> • Staff recall of vision, goal, our why, our focus of previous strategy score compared to new strategy shows 90% + improvement • Fan survey shows recall of goal, why and WBA focus to be 50%+ • Parent and participant survey recall of goal, why & WBA focus to be 60%+ • Teacher survey recall of goal, why & WBA focus to be 70% • Football Club staff survey recall of goal, why and WBA focus to be 60%+ • Strategic partners survey recall of goal, why and WBA focus to be 75% • We have high quality technology for marketing which provides satisfaction score +80% • Intelligent marketing plan is fully functional with set of key results to be determined • WBA One Offer is an integral part of +70 schools • 90% of school staff surveyed can recall what WBA stands for • 80% satisfaction score from schools re WBA offer 	
Objective 1 - Clear, simple communication of our Vision, Goal, Why, Focus and Values		

Owned By	Timescale	Objective
R.Lake	Yr1 Q3 - By March 2020	Internal and External launch of new strategy with consistent, concise and easy to understand message
R.Lake	Yr1 Q4 – By June 2020	Create internal and external literature and visual communications which consistently push the message
ALL SMT	Ongoing to be embedded -By Yr2 Q3 March2021	Embed simple message in all staff meetings, inductions, reviews to challenge all staff to have understanding of vision, goal, our why, our focus and our values
Objective 2 - Engage through our “WHY” – “ALBION CARES ABOUT MAKING A DIFFERENCE		
Owned By	Timescale	Objective
ALL SMT	Yr 2 Q1- By Sept 2020	Recruitment needs to seek out future employees who’s “why” fits our “why”
ALL SMT	Yr 2 Q1- By Sept 2020	Ensure all our current programmes and when developing new programmes or areas of work we have our “Why” at the core of their aim and objective
C. Punfield	Yr 2 Q1- By Sept 2020	Our PR & Communications has a clear focus on ensuring the message of our “Why” is at the forefront
Objective 3 - Intelligent Marketing and Relationship Development		
Owned By	Timescale	Objective
J.Ward	Yr1 Q3 – By March 2020	Engage marketing and data collation expert to review current processes and implement change
J.Ward	Yr1 Q4 – By June 2020	Ensure we have the most effective cost effective technology to deliver recommendations and if viable synchronise with Club systems
TBC	Yr2 Q2 – By Dec 2020	Use data intelligence to target key markets with planned campaigns with planned lead in and evaluation
TBC	Yr2 Q4 – By June 2021	Develop consistent template of marketing tools that are able to be tracked for success
TBC	Yr2 Q4 – By June 2021	Personalise ongoing communication with all stakeholders to feel engaged and part of the Foundation
Objective 4 – See “One Albion Offer WBA – One Culture – One Team		
4.4	PROJECTS - BE OUR BEST AND PROVE IT	
Key Objectives	<ul style="list-style-type: none"> • Laser focus on the areas we deliver best and make the most difference • Obsess on improvement • Clear, measurable objectives for each programme • Efficient systems and processes that provide a dashboard of data to show where we are 	

4.4.1	<i>PROJECTS – We are focused on what we do, do it brilliantly and we can prove it</i>
Key Results	<p>Our focus areas are to be defined but we see the following as the pillars of our delivery programme</p> <ul style="list-style-type: none"> • WBA One-School Offer through all Key Stages – mainstream and special school • Independent School for Alternative Provision – Independent School established with 80 pupils on role and we a Good school from Ofsted • <i>NCS – delivering 350 places with quality</i> • Crime & Youth Violence Reduction – Targeted provision established, partnerships with Police and Youth offending, hitting all KPI's • Health & Fitness for all ages • Positive Well-being and Mind-set – Inspires recognised by PL as outstanding project, school buy in increased by 30% • Sport Development Pathway from grassroots to elite – for all abilities • Further and Higher Sport & Education Pathway – 70 students succeeding on our own Post 16 programme, 8 students per year on USW, full-time members of staff from USW • International Football Development – financially viable working in 12 countries with team of 2 full-time staff • Training, Job Opportunities for Adults with Disabilities and Learning Difficulties – 10 people in to full-time paid employment, 30 placements per year • Support for Dementia sufferers, social isolation and loneliness – metric to be confirmed <ul style="list-style-type: none"> • <i>We are only delivering projects where we can guarantee quality of delivery; staffing expertise; demonstrate need for project, measurable difference made, strategic fit to vision, goal and focus, financial viability.</i> • Each project starts each year with clear, defined, measurable impact measures • When metrics are defined for each project there will be new specific key results for each project • We have bespoke training for each project, increasing our development days from 6 to 8 per year • We have the best technology to capture the data and provide a dashboard of data to show progress at all times • <i>Grant funding accessed from bid writing income £</i> • <i>MORE DEFINED KEY RESULTS TO BE ADDED IN THIS AREA</i>
<i>Objective 1 - Laser focus on the areas we deliver best and make the most difference</i>	

Owned By	Timescale	Objective
ALL SMT	Yr1 Q3 By March 2020	Each department undergo evaluation of all delivery programmes covering quality of delivery, staffing expertise, need for programme, feedback from programme, measurable difference made, strategic fit to vision, goal and focus, financial viability. Priority delivery programmes identified and low scoring removed from offer by 2020-2021 Academic year
ALL SMT	Yr1 Q4 – By June 2020	All Key objectives for each department for 19-20 met – SEE BUSINESS PLAN 2019-2020
Objective 2 - Obsess on Improvement		
Owned By	Timescale	Objective
ALL SMT	Yr1 Q4 – By June 2020	Once key programmes are identified every touchpoint and detail to be reviewed and improvement plan developed and implemented
TBC	Yr2 Q1 – By Sept 2020	Develop high performing observation process to track performance
ALL SMT	Yr2 Q4 – By June 2021	Visit examples of best practice from within and outside of industry to add to learning and improvement plan
TBC	Yr3 Q3 – By March 2022	Develop bespoke training programmes for staff ensuring sufficient time and resource is allocated to ensure success
Objective 3 - Clear, measurable objectives for each programme & Efficient systems and processes that provide a dashboard of data to show where we are		
Owned By	Timescale	Objective
R.Lake & S.Aujla	Yr1 Q3 -By March 2020	Engage with Impact and Evaluation expert to review current impact measurement and make recommendations
S.Aujla	Yr1 Q3 -By March 2020	Create cross departmental “Impact Task group” to implement expert recommendations
TBC	Yr2 Q1 – By Sept 2020	Develop training programme for staff to ensure they are all aware and capable of implementing measurement tools for their delivery
TBC	Yr2 Q3 -By March 2021	Invest in technology to ensure we have the most efficient, user friendly collation of impact
TBC	Yr2 Q4 – By June 2021	Regular and consistent reviews on Impact measures
TBC	Yr3 Q3 – March 2022	We have the capability and capacity to extract data showing the difference we have made across all areas of our work and we are using this to access external funding
See 2019-2020 Business Plan and Key Objectives for Each Department		

4.5	POUNDS & PENCE - CONTROL DESTINY	
Key Objectives	<ul style="list-style-type: none"> • <i>Diversify income streams without forgetting the “WHY”</i> • <i>Better bid writing, strategic networking and development led by evidence of our impact</i> • <i>Better delivery, marketing to stimulate growth with quality</i> • <i>Better systems and processes to improve efficiencies</i> • <i>New facility revenue opportunities</i> 	
4.5.1	POUNDS & PENCE – We are financially viable regardless of what happens on the pitch	
Key Results	<ul style="list-style-type: none"> • <i>Expand Fundraising and Sponsorship Surplus income by ?? %</i> • <i>Secured 5 Legacies</i> • <i>Donations increase by 7.5% year on year through 3 year period</i> • <i>Major high yield fundraising events completed raising total of £125,000 surplus</i> • <i>Volunteer strategic fundraising delivery group raises by Year 3 - £75,000+ per year</i> • <i>Regional supporter fundraising groups raises by Year 3 - £50,000+ per year</i> • <i>Foundation Membership scheme by Year 3 raises - £20,000 per year</i> • <i>Develop Post 16 college programme and university pathway model income increase from £210,000 to £310,000</i> • <i>Develop “Health expertise” to attract external funding – increase from £50,000 to £150,000</i> • <i>Develop “International & Residential Programme” to be financially viable to the level of triggering a trading arm – increase income from £50,000 to £110,000</i> • <i>Further expansion of “Football Development” income streams through geographical expansion surplus increase from £230,000 to £300,000</i> • <i>Grant funding accessed from bid writing income £</i> • <i>Overhead costs are reduced by % from base start to end of business cycle</i> 	
Objective 1 - Diversify income streams without forgetting the “WHY”		
Owned By	Timescale	Objective

J.Ward	Yr1 Q4 – By June 2020	Expand Fundraising and Sponsorship Team and Surplus income <ul style="list-style-type: none"> - Focus on high return low effort opportunities such as individual fundraisers - Legacies - Donations - Major high yield fundraising events
J.Ward	Yr2 Q4 – By June 2021	Expand Fundraising and Sponsorship Team and Surplus income <ul style="list-style-type: none"> - Volunteer strategic fundraising delivery group - Regional supporter fundraising groups - Foundation Membership scheme
D.Lawrence	Yr2 Q2 – By Dec 2020	Develop Post 16 college programme and university pathway model that has a better financial weighting for the Foundation
A.Pincher/H.James	Yr 2 Q2 – By Dec 2020	Develop “Health expertise” to attract external funding
D.Lawrence	Yr2 Q4 – By June 2021	Develop “International & Residential Programme” to be financially viable to the level of triggering a trading arm
A.Dove	Yr2 Q4 – By June 2021	Further expansion of “Football Development” income streams through geographical expansion
Objective 2 - Better bid writing, strategic networking and development led by evidence of our impact		
Owned By	Timescale	Objective
R.Lake	Yr1 Q3 – By March 2020	Improve bid writing internal capability and capacity through training and designating time and resource and or bring in external expertise
TBC	Yr2 Q2 – By Dec 2020	Improve search mechanisms for external funding and develop timeline to increase ratio of bids submitted to yield return
ALL SMT & Trustees	Yr3 Q2 – By Dec 2021	Develop greater presence at strategic level of local council, health authority, police, education, sporting governing bodies, commercial businesses to gain influence and embed our work at all levels
TBC	Yr3 Q3 – March 2022	See Be Best & Prove It - Clear, measurable objectives for each programme & Efficient systems and processes that provide a dashboard of data to show where we are – to improve evidence of impact
Objective 3 - Better delivery, marketing to stimulate growth with quality		
Owned By	Timescale	Objective
ALL SMT	Yr2 Q4 – By June 2021	Improvement in One Culture – One Team, better recruitment and retention of staff who display the values will improve our delivery
ALL SMT	Yr2 Q4 – By June 2021	Improvement in simplifying the Message – Clear vision, goal, focus and “Why” matched with intelligent marketing and better delivery will stimulate growth with focus on the Diversify Income areas above
ALL SMT	Yr2 Q4 – By June 2021	Strategy will focus on “quality not quantity”

Objective 4 - Better systems and processes to improve efficiencies		
Owned By	Timescale	Objective
S.Aujla & SMT	Yr1 Q4 – By June 2020	Develop better understanding of expenditure budgets and tighter controls for any purchases. Collective and best price purchasing across all departments co-ordinated by Operations
S.Aujla	Yr2 Q2 – By Dec 2020	Create time and resource to interrogate all utilities and service contracts such as IT and mobile phones and work closely with WBA FC to gain best price
S.Aujla & J.Ward	Yr1 Q4 – By June 2020	Development of on-line payment systems that reduce external costs and maximise our income
S.Aujla & SMT	Yr2 Q4 – By June 2021	Greater operational organisation, planning and smart work processes to improve output of all staff and reduce wasted time and energy
Objective 5 – New Facility Revenue Opportunities		
Owned By	Timescale	Objective
S.Aujla & A.Dove	Yr3 Q3 – March 2022	3G and or indoor pitch public hire and football development delivery surplus and savings from previous hiring of 3G pitches that would now be based at this venue
D.Lawrence	Yr3 Q4 – June 2022	Post 16 Football programme and International & Residential programme expansion with increased playing and teaching capacity
A.Pincher	Yr3 Q4 – June 2022	Growth of alternative education offer with increased teaching capacity
S.Aujla	Yr3 Q4 – June 2022	Lose risk of significant maintenance costs for current aging facility stock
4.6	PARTNERSHIP - ONE CLUB/ONE FOUNDATION	
Key Objectives	<ul style="list-style-type: none"> • Realistic view with owners, position to support, add value wherever possible, Manoeuvre if that were to change to play a more prominent role • Improve “controllable” relationships with more collective involvement • Focused awareness raising, targeting influential supporter base whilst continuing to inform the masses • Aim to influence club culture through our approach 	
4.6.1	PARTNERSHIPS - We are valued and an integral to the Football Club	
Key Results	<ul style="list-style-type: none"> • We have a seat at the Non-Football Board of WBA FC to provide a strategic voice 	

<ul style="list-style-type: none"> • We are an integral part of all Club initiatives • We are an integral part of the WBA FC Strategic Plan • WBA FC has adopted and implemented 3 of our Culture strategies 		
<p>Objective 1 - Realistic view with owners, position to support, add value wherever possible, Manoeuvre if that were to change to play a more prominent role</p>		
Owned By	Timescale	Objective
D.Lawrence	Yr2 Q1 – By Sept 2020	Support and provide high quality service for any international coaching opportunities that are presented, this will be significantly reduced as the Palm sports partnership has ended
R.Lake	Yr2 Q2 – By Dec 2020	Develop relationship with Key board members, continue to inform with positive news stories, invite to all events, endure the Foundation remains on the radar
<p>Objective 2 - Improve “controllable” relationships with more collective involvement</p>		
Owned By	Timescale	Objective
ALL SMT	Yr1 Q1 – By Sept 2019	Foundation Senior Management assigned key club contact to be the point of contact for this relationship and attend all associated club meetings <ul style="list-style-type: none"> - Finance, Facilities, Commercial, Marketing, Data Insight, Retail, Academy, Ticketing, 1st team player appearances
ALL SMT	Yr 2 Q1 – By Sept 2020	Set up working group, mentoring, sharing of good practice with the above if beneficial and possible
ALL SMT	Yr1 Q4 – By Jun 2020	Develop engagement & communication plan for all Football Club staff to ensure they are aware of the Foundation and have opportunity to contribute and where the Foundation can add value to the Football Club through a series of strategies and activities
<p>Objective 3 - Focused awareness raising, targeting influential supporter base whilst continuing to inform the masses</p>		
Owned By	Timescale	Objective
Rob Lake & J.Ward	Yr2 Q2 – By Dec 2020	Develop a network of Supporter expertise where knowledge, experience, contacts can be leveraged for the Foundation
J.Ward	Yr2 Q4 – By June 2021	Awareness events for key supporters to understand the Foundation and the part they can play and then development of <ul style="list-style-type: none"> - Volunteer strategic fundraising delivery group - Regional supporter fundraising groups - Foundation Membership scheme

Objective 4 - Aim to influence club culture through our approach

Owned By	Timescale	Objective
ALL SMT	Yr3 Q4 – By June 2022	<i>By delivering on all of the above plans across all of the six key strategic themes the Foundation will offer if wanted the support, expertise for the Club to adopt the culture strategy</i>

5.0	BUSINESS PLAN 2019-2020 – YEAR 1
5.1	EDUCATION KEY OBJECTIVES 2019-2020
Objective 1	To have a legally compliant, high quality alternative provision
Key Result	<ul style="list-style-type: none"> • Application submitted end of November • Application accepted • Successful Ofsted visit and provision open September 2020
Objective 2	To create and deliver a nationally recognised project “Inspires” that is seen as an example of best practice
Key Result	<ul style="list-style-type: none"> • Mid and end of year reports submitted to the Premier League with positive feedback • Media launch of project, positive feedback from school staff. • Evidence from participants to show they have improved physical wellbeing, mental wellbeing and confidence and self-esteem. Participants feel inspired, engaged and demonstrate positive behaviours.
Objective 3	To make a measurable and significant difference for Looked After Children
Key Result	<ul style="list-style-type: none"> • Looked after children have improved confidence, self-esteem and well-being – they are engaged and demonstrate more positive behaviours shown through mid and end of year impact reports.
Objective 4	Using the Premier League funding to develop a successful gangs intervention programme working in partnership with West Midlands Police
Key Result	<ul style="list-style-type: none"> • Bid submitted end of December and funding confirmed • Targeted worker appointed in February 2020. • Improved Police relationships - Kicks Coordinator and Head of Safeguarding part of Police Strategic Boards.

5.2	ENGAGEMENT KEY OBJECTIVES 2019-2020
Objective 1	To have sustained the best provision from @ Youth and amalgamated this with the wider new inclusive Kicks programme to provide a high quality youth offer in key geographical areas of Sandwell.
Key Result	<ul style="list-style-type: none"> • Mid and end of year Kicks report submitted with positive feedback. • New sessions across departments and areas of Sandwell to fall in line with the new Kicks programme. • Funding is secured for most high impact sessions • Funding is not secured and positive exit strategy is executed.
Objective 2	To have created and delivered a high quality PHSE offer that is an integral part of the WBA Primary & Secondary One offer to schools
Key Result	<ul style="list-style-type: none"> • PHSE Offer is part of 2020-2021 Primary School One Offer

	<ul style="list-style-type: none"> • 20+ schools have purchased this package • PHSE lead position in place
Objective 3	Building on the PHSE programme above to have created a team of “health” deliverers who is developing an out of hours’ community health offer incorporating a range of nationally led initiatives and local targeted provision
Key Result	<ul style="list-style-type: none"> • Dads & Daughters programme hits all targets and additional funding secured • Fit Training hits all target and additional funding secured • 1 additional health themed funded project secured
Objective 4	To have at least maintained if not grown our “Go Play” provision to 2 key towns and ensure we have clear, measurable objectives that complement the above
Key Result	<ul style="list-style-type: none"> • Go Play tender successful and funding secure • Decision not to go for tender and programme is closed down with positive exit strategy

5.3	SPORT DEVELOPMENT KEY OBJECTIVES 2019-2020
Objective 1	Primary Stars delivery is of the highest quality, reaching all PL targets and being recognised as a high performing CCO, and is at the centre of the new WBA one offer for 2020-2021
Key Result	<ul style="list-style-type: none"> • All of the KPI’s we set for the PLPS funding have been hit • A minimum number of 1 x high quality case study for each major programme has been created • Whole school offer is ready to be rolled out with elite level staff prepared and happy to deliver • We will be delivering the whole school offer in more schools than we are currently in • Finances budgeted for 2020-2021 surpass the 2019-2020 actual
Objective 2	Establish a primary key post 16 elite college partner we are proud to work with and delivers a high quality programme with excellent measurable exit pathways such as our degree course. This is complemented by a growing number of satellite standard post 16 programmes.
Key Result	<ul style="list-style-type: none"> • We have 2 new school based post 16 programmes • SLA’s and experiences for schools/ students attached to the school based programmes are more inspirational • All post 16 players are in Views, and at least 2 x case studies completed • A robust pathway for post 16 players in to Universities can be evidenced • Feedback from Sandwell College suggests our relationship and strategic partnership is in a good place and shows signs of growth • Elite programme grows to 3 teams for 2020-2021 • Plans in place for an EFL Female group with Sandwell College, resulting in more income

Objective 3	Establish a distinct football development team that provide a high quality pathway for players of all abilities but is valued by WBA FC Academy and has a financial model that meets all targets
Key Result	<ul style="list-style-type: none"> • Staff recognise the difference between PE and Football delivery • DL has a great relationship with Academy Manager, Recruitment and Head of Coaching • This produces a better chance of players moving from our programmes to Academy • AD surpasses all budgeted financial targets, with tier 2 staff all contributing equally
Objective 4	A financially viable international model without Palm Sports which provides excellent CPD opportunities for staff that does not affect the quality of local delivery.
Key Result	<ul style="list-style-type: none"> • All resources and marketing materials are ready to be utilized to promote globally • 10 soccer camps have been delivered internationally • 2 x residential have been delivered, or are confirmed for summer 2020 • We have explored the i2i. concept and made an informed decision on moving forward in 2021 • A CPD workshop has been delivered for staff re international coaching • DL has identified a sub-group of coaches to be the succession plan/ support for growing this programme
Objective 5	The girl's pathway has transitioned to be part of the wider PL kicks offer and provides a quality pathway for players of all abilities but is valued by WBA FC Women. The Girls RTC is an integral part of the wider football development offer.
Key Result	<ul style="list-style-type: none"> • The Girls RTC links with PDA's through Lauren Affron, with transitions months and 'star of the month' incentives devised • We hit all KPI's attached to PL Funding for girls programmes • We have an under 18's team to bridge gap between RTC and WBA WFC • Kicks Girls is recognized as a key aspect of delivery in SD • Lauren Affron is developed as a leader, b but with succession planning in place around her Girls role
5.4	DISABILITY KEY OBJECTIVES 2019-2020
Objective 1	Integration to PL kicks model ensuring we meet all PL requirements whilst still meeting needs of our community. Evidence of inclusive practice being developed across the Foundation
Key Result	<ul style="list-style-type: none"> • To hit PL kicks targets • To build evidence of local preference • To have clear branding around disability Kicks
Objective 2	Maintain high quality packages, meeting all financial targets and be a significant contributor to WBA offer 2020-2021. We have clear objectives for all programmes and can evidence the impact.
Key Result	<ul style="list-style-type: none"> • To develop a one size fits all Impact framework that dovetails alongside PLPS/Inspires/Kicks • To develop a robust and sustainable disability offer proven through retention and a satisfaction survey.

	<ul style="list-style-type: none"> To have a significant presence within PLPS To enhance staff training in cross-departmental work.
Objective 3	Developed a clear educational, vocational, employment pathway for adults from volunteering, placements, training opportunities/qualifications and in to paid employment to complement the sporting pathway. Building on Albion Memories and Baggies Buddies develop a more robust, financially viable older person's support offer
Key Result	<ul style="list-style-type: none"> To secure funding on adult specific work for 10k. To secure funding for Memories group and buddies sessions 10k. To have in place a robust adult training programme. To map journeys from player to volunteer to work opportunities. To ensure charter standard for Sandwell Inclusion league To begin to develop an exit strategy for the league to self-sustain.
Objective 4	We have secured external funding from a range of sources which cover funding that has ended but also enables us to deliver the type of work we believe in so we are not controlled by other funders restraints and strategies
Key Result	<ul style="list-style-type: none"> To secure additional funding for disability specific camps 15k To secure funding for Autism specific camps 40k
Objective 5	WBA FC Disability wins national trophies and regional trophies; we grow the membership through our school pathways.
Key Result	<ul style="list-style-type: none"> To win at least one National League Title To win at least one National Cup competition To map journey from school to teams To increase teams participation by 15 directly through school work To produce at least one new disability specific team i.e.; CP and HI
5.5	FUNDRAISING & SPONSORSHIP KEY OBJECTIVES 2019-2020
Objective 1	Reach all sponsorships targets and for the funds to be received within the timelines set
Key Result	<ul style="list-style-type: none"> Four Partnerships all with a signed Service Level Agreement brining in a total of £53,000. Payment set up in full payment, monthly payments or 30% upfront and then scheduled dates before partnership ends. Three potential partnerships prospects in place for 2020/21
Objective 2	Reach all events and fundraising targets whilst delivering a high-quality experience for all participants
Key Result	<ul style="list-style-type: none"> Have event calendar set up and in place by September brining in a total of £76,500 by the end of financial year £42,900 raised in fundraising initiatives Foundation to have 25 individuals taking part in either skydiving, Bungee Jump or Running events.

Objective 3	Establish the “Foundation Patron Club” where we have established positive relationships with a wider circle of local businesses without conflicting with WBA Executive club
Key Result	<ul style="list-style-type: none"> • Have 25 businesses signed up to the Patron Club • Run a successful networking event with 40+ business in attendance • Have a database of over 120 potential businesses
Objective 4	Establish a strong mutually beneficial partnership with WBA FC commercial and hospitality teams where we add value to their offer and likewise
Key Result	<ul style="list-style-type: none"> • One joint sponsorship deal with WBA FC • Two events run in partnership with WBA for mutual financial gain for both parties
Objective 5	Establish a donor legacy framework that is respectfully delivered excellent supporter awareness.
Key Result	<ul style="list-style-type: none"> • Create an Ethical Fundraising Policy • Legacy program launched by May 2020 • Have a respectful marketing plan in place by May 2020 to send out to WBA and TAF supporters

5.6	OPERATIONS KEY OBJECTIVES 2019-2020
Objective 1	The Admin & HR function is trusted and respected internally. There are systems and processes in place that are user friendly and consistent. The staff have clear roles and responsibilities but a wider overview which creates a consistency of service regardless of the individual
Key Result	<ul style="list-style-type: none"> • Internal 5 Day SLA Participant UK set-ups • Internal 2 Day SLA for Cert/Letter requests • Documented Operational Procedures • Employee & Participant Satisfaction Survey completed • Employee Handbook and Job Descriptions in place for all contracted staff
Objective 2	The HR system is utilised to its full potential providing a robust and comprehensive process.
Key Result	<ul style="list-style-type: none"> • PHR Employment Details accurate and up to date (as per Safer Recruitment guidelines) • PHR User Guides in place for Line Managers • PHR Logbook developed for automated Single Central Record (SCR) • PHR Logbook developed for 1-2-1 documentation and observations • Induction process logged and tracked on PHR
Objective 3	The Booking system is user friendly internally and externally and is integrated in to our finance and impact systems
Key Result	<ul style="list-style-type: none"> • Standard templates and procedures in place for all booking and events within PUK

	<ul style="list-style-type: none"> E&E PUK set-up and maintenance integrated within the Operations Team PUK integration with VIEWS WBA FC new CRM software for The Albion Foundation has been explored and evaluated. Decision made to proceed or not. PUK Action & Reconciliation plan in place
Objective 4	We have established a clear partnership with WBA FC Facility where this seamlessly complements our internal mechanism to ensure all facilities meet all required health and safety requirements, providing a safe and pleasant working environment
Key Result	<ul style="list-style-type: none"> Facilities compliant with H&S guidelines External maintenance agreement in place for 'Handyman' services Facilities SLA agreed with WBA FC Documented process to evidence defects reporting, through to resolution Updated SLA agreed with CSCM
Objective 5	The processes, policies, systems and staffing team we have in place are making significant operational savings.
Key Result	<ul style="list-style-type: none"> Recruitment Strategy in place Procurement Plan in place Operational costs for PUK reviewed Capacity Plan Model Review of TAF vehicles and associated costs completed with recommendations
5.7	MEDIA & COMMS KEY OBJECTIVES 2019-2020
Objective 1	Deliver high quality social media and video content that has a balance between commercial promotions, good news stories, and heart-warming case studies and raises awareness across a number of key target audiences.
Key Result	<ul style="list-style-type: none"> KR for commercial – generate 30 leads KR good news stories – 22 human interest video or written Six heart-warming case studies regarding projects (Inspires, Kicks, Primary Stars) 10 organisations of note interacting with our content
Objective 2	To be more strategic and targeted in our marketing to ensure we are providing the most appropriate information and simplest opportunity for our target audiences to engage and connect.
Key Result	<ul style="list-style-type: none"> Database produced so we can target appropriate customers Be in a position to be prepared for WBA digital offer summer 2020 Meet with Matt Dainty to ensure monthly web/social reports are produced
Objective 3	To establish a seamless relationship with WBA FC media where we improve our internal and external communications
Key Result	<ul style="list-style-type: none"> Meet IS quarterly to discuss upcoming events/annual occasions of note to create structured media plan Attend SMT meets quarterly with IS to provide staff with media update

	<ul style="list-style-type: none"> Monthly newsletter internal, Survey Monkey re people's thoughts on our communication/newsletter
5.8	PEOPLE – ONE CULTURE –ONE TEAM KEY OBJECTIVES 2019-2020
Objective 1	Embed our core values in everything we do
Key Result	<ul style="list-style-type: none"> Staff have been consulted and buy in to the new values Foundation Values Awards are embedded with termly celebrations of staff who show these values, with 90% of staff participating 100% of contracted and volunteer staff can recall the core values Values are embedded as part of recruitment, induction, training, observations, 1-1 meetings and reviews and performance management
Objective 2	Establish and embed a “Culture contract” with non-negotiables that are mutually beneficial
Key Result	<ul style="list-style-type: none"> Worked with a range of staff to develop a contract, which sets clear expectations and standards required of staff. Provide staff with a “guarantee” of what the Foundation will offer to the employee as part of this contract and reach 100% completion on this guarantee 100% of staff sign up to the contract 5% improvement across key questions in staff survey associated to culture and morale
Objective 3	Better recruitment and retention of staff
Key Result	<ul style="list-style-type: none"> Reviewed and revised recruitment process creating a high quality template that can be adapted for all new positions within the Foundation 100% compliance with culture contract induction for new starters 90% + satisfaction score for new staff experience in first 3 months
Objective 4	Establish a “One Albion Offer W B A” offer to schools bringing expertise together from all departments
Key Result	<ul style="list-style-type: none"> Created package that provides schools with a “one-stop shop” for their external school support with a simplified and viable pricing policy 10% + increase in school packages confirmed for 2020-2021
5.9	PLACE- FIND A HOME – KEY OBJECTIVES 2019-2020
Objective 1	Find an effective “business model” for new facility
Key Result	<ul style="list-style-type: none"> Completed the Premier League Facility Development Planning Toolkit ensuring the facility can hit financial targets with sufficient surplus for “slush fund” and further surplus to underpin the Foundation whilst also ensuring the wider foundation funding model and reserves policy can be maintained Completed a full study of financial feasibility of generating capital funding and prepare scenario based planning finance projections for Premier League and Championship

Objective 2	Explore all capital funding and partner relationship opportunities to enhance the model whilst ensuring the Foundation has majority control
Key Result	<ul style="list-style-type: none"> • Foundation Capital Fund commitment agreed and plans for any increase to this from future annual surplus 2020-2021 • Premier League are aware of plan and their commitment to £1 million investment verbally agreed • Scoping exercise complete of all other possible capital funding pots available and plan in place to secure a number of these • Clarity on possible further fundraising target required that would need to be raised • Capital Fundraising committee in place to deliver against the above
Objective 3	Find and secure the best possible location which provides an iconic and inspirational environment with growth opportunities in the future
Key Result	<ul style="list-style-type: none"> • A site has been agreed to progress the relocation of the Foundation • A clear plan for all the legal requirements to secure this site is in place
5.10	PROMOTION – SIMPLIFY THE MESSAGE – KEY OBJECTIVES 2019-2020
Objective 1	Clear, simple communication of our Vision, Goal, Why, Focus and Values
Key Result	<ul style="list-style-type: none"> • Internal launch of new strategy with consistent, concise and easy to understand message completed • Summer 2020, 80% + contracted staff can recite the Vision, Goal, Why, Focus areas of WBA and Values • Summer 2020 60% of Football Club staff can recall the Goal and Focus areas of WBA • External launch of new strategy with consistent, concise and easy to understand message completed • Evaluation feedback from guests shows 90% + have greater awareness of Foundation Strategy, 80 % + agreed the message was concise and easy to understand
Objective 2	Create internal and external literature and visual communications which consistently push the message
Key Result	<ul style="list-style-type: none"> • Internal Presentation and literature available for all staff • External Strategy Presentation and short concise strategy document produced
Objective 3	Intelligent Marketing Plan in place
Key Result	<ul style="list-style-type: none"> • Engaged marketing and data collation expert to review current processes, produced report with recommendations for change • Based on recommendations actions taken to complete
Objective 4	Ensure we have the most effective cost effective technology to deliver recommendations and if viable synchronise with Club systems
Key Result	<ul style="list-style-type: none"> • Foundation is integrated in to new WBA FC Digital offer for June 2020
5.11	PROJECTS- BE THE BEST & PROVE IT KEY OBJECTIVES 2019-2020
Objective 1	Each department undergo evaluation of all delivery programmes covering quality of delivery, staffing expertise, need for programme, feedback from programme, measurable difference made, strategic fit to vision, goal and focus, financial viability. Priority delivery programmes identified and low scoring removed from offer by 2020-2021 Academic year

Key Result	<ul style="list-style-type: none"> Each department confirms its delivery model for 2020-2021 Academic Year by 1st February 2020
Objective 2	Clear, measurable objectives for each programme & Efficient systems and processes that provide a dashboard of data to show where we are Engage with Impact and Evaluation expert to review current impact measurement and make recommendations
Key Result	<ul style="list-style-type: none"> Visited 2 clubs that are recognised as best practice in impact, visited one outside industry organisation that is best practice and implemented best practice in to our systems Connect with Black Country Consortium and Public Health to adopt best practice and adopted some usable impact measures Engage a consultant to review and make recommendations for future Short term staffing plan confirmed to ensure our basic views is complete and fit for purpose with sufficient resource which ensures we are capturing 100% delivery and have identified one key project from each department to pilot an impact study
Objective 3	Create cross departmental “Impact Task group”
Key Result	<ul style="list-style-type: none"> 100% of participants, sessions and programmes is captured on Views by June 2020 Further key results dependent on the consultation feedback
5.12	POUNDS & PENCE – CONTROL DESTINY – KEY OBJECTIVES 2019-2020
Objective 1	Diversify income streams without forgetting the “WHY”
Key Result	<ul style="list-style-type: none"> Expand Fundraising & Sponsorship surplus to £160,000 for year-end 2020 and £210,000 budgeted target for year end 2021 Legacies option launched by June 2020 2 Major high return events in diary for 2020-2021 with surplus target of £70,000 Post 16 college programme and university pathway model Plan in place for Sept 2020 with £205,000 surplus target and projected plan for 2021 with £265,000 surplus target
Objective 2	Better bid writing, strategic networking and development led by evidence of our impact
Key Result	<ul style="list-style-type: none"> Employ a consultant company for initial 6-month period by Dec 19 – with target of achieving 3 successful bids with income of £75,000. Key areas for funding – disability provision, youth work and health related provision by June 2020
Objective 3	Better systems and processes to improve efficiencies
Key Result	<ul style="list-style-type: none"> Develop better understanding of expenditure budgets and tighter controls for any purchases. Target to reduce budget expenditure for 2019-2020 by £12,000 Collective and best price purchasing across all departments co-ordinated by Operations with a 5% decrease target of expenditure for Overheads Budget 2020-2021 Development of on-line payment systems that reduce external costs and maximise our income through WBA FC Digital Offer June 2020
5.13	PARTNERSHIPS – ONE CLUB-ONE FOUNDATION –KEY OBJECTIVES 2019-2020
Objective 1	Improve “controllable” relationships with more collective involvement

Key Result	<ul style="list-style-type: none"> • Key club contacts are assigned a Foundation SMT member as point of contact in following- Finance, Facilities, Commercial, Marketing, Data Insight, Retail, Academy, Ticketing, Player appearances
Objective 2	Develop engagement & communication plan for all Football Club staff to ensure they are aware of the Foundation
Key Result	<ul style="list-style-type: none"> • All departments have had a 30-minute Foundation Overview by Sept 2020 • 3 + club staff are engaged in voluntary or fundraising support by June 2020

6.0	FINANCIAL BUDGET 2019-2022 & RISK REGISTER
6.1	2019-2020

2019-2020	Sport Dev	1,083,022.14	880,267.15	202,754.99
	Disability	360,329.72	365,742.61	-5,412.89
	Education	383,411.42	348,301.73	35,109.69
	Engagement	463,426.70	386,849.95	76,576.75
	F & S & Overheads	333,618.97	606,166.88	-272,547.91
	Total	2,623,808.95	2,587,328.32	36,480.63
<p>Year End 2019-2020 is forecast to show a turnover income of £2,619,000 a reduction of £402,000 on (18-19 - £3,021,000) Expenditure has been reduced in line with this to give a surplus profit of £36,000 against a budget of £1,000 surplus so a +£35,000 increase.</p> <p>The decrease in income is due to:</p> <ul style="list-style-type: none"> • the strategy to reduce staffing numbers and go for quality , not quantity in our Primary school provision and a reduction in Premier League funding - £150,000 • End of Palm Sports International agreement - £68,000 • Loss of Education Premier League funding and schools due to Ofsted inspection -£133,000 • loss of Disability PL funding -£66,000 				

6.2	2020-2021																																
2020-2021	2020-2021	Income	Expenditure	Surplus/Deficit		Variance on Year	Income	Expenditure	Surplus/Deficit																								
	Sport Dev	1,298,956.00	1,050,139.00	248,817.00		SD	215,933.86	169,871.85	46,062.01																								
	Disability	408,329.72	400,000.00	8,329.72		Disability	48,000.00	34,257.39	13,742.61																								
	Education	689,000.00	651,000.00	38,000.00		Education	305,588.58	302,698.27	2,890.31																								
		0.00	0.00	0.00		Engagement	-463,426.70	-386,849.95	-76,576.75																								
	F & S & Overheads	401,390.87	660,858.54	-259,467.67		F & S & O	67,771.90	54,691.66	13,080.24																								
	Total	2,797,676.59	2,761,997.54	35,679.05		Total	173,867.64	174,669.22	-801.58																								
	<p>Year End 2020-2021 forecast to show a turnover income of £2,798,000, increase of £175,000 on (19-20 - £2,624,000) Expenditure has increased in line with this to give a surplus profit of £36,000 a reduction of £800 a budget on the 19-20 surplus.</p> <p>April 2020 sees the end of £310,000 lottery and local authority funded projects for our youth engagement projects, which will see the engagement department end.</p> <p>New areas of work and for potential growth are as follows:</p> <table border="1"> <thead> <tr> <th>Area of Growth</th> <th>2019-2020</th> <th>2020-2021</th> <th>Increase</th> <th>%</th> <th>Risk</th> </tr> </thead> <tbody> <tr> <td>NCS</td> <td style="text-align: right;">£50,000</td> <td style="text-align: right;">£120,000</td> <td style="text-align: right;">£70,000</td> <td style="text-align: center;">140</td> <td>Not recruiting target participants and getting a reduced contract, poor standards and lack of quality leading to reduced contract. Lack of understanding of costs in this area may make it not as viable as predicted</td> </tr> <tr> <td>Health projects</td> <td style="text-align: right;">£40,000</td> <td style="text-align: right;">£62,000</td> <td style="text-align: right;">£22,000</td> <td style="text-align: center;">55</td> <td>Failure to prove impact and have suitably qualified staff</td> </tr> <tr> <td>Independent School</td> <td style="text-align: right;">£56,000</td> <td style="text-align: right;">£181,000</td> <td style="text-align: right;">£125,000</td> <td style="text-align: center;">223</td> <td>Failing Ofsted, schools not able to afford it, ability of staff to step up to deliver at this level, losing our identity and ethos due to bureaucracy and Ofsted framework. Need to do greater expenditure analysis to ensure cost effectiveness</td> </tr> </tbody> </table>										Area of Growth	2019-2020	2020-2021	Increase	%	Risk	NCS	£50,000	£120,000	£70,000	140	Not recruiting target participants and getting a reduced contract, poor standards and lack of quality leading to reduced contract. Lack of understanding of costs in this area may make it not as viable as predicted	Health projects	£40,000	£62,000	£22,000	55	Failure to prove impact and have suitably qualified staff	Independent School	£56,000	£181,000	£125,000	223
Area of Growth	2019-2020	2020-2021	Increase	%	Risk																												
NCS	£50,000	£120,000	£70,000	140	Not recruiting target participants and getting a reduced contract, poor standards and lack of quality leading to reduced contract. Lack of understanding of costs in this area may make it not as viable as predicted																												
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	Post 16 pathway	£228,000	£270,000	£42,000	18	Relationship with providers breaking down, funding split being reduced, overload of similar programmes in the area, losing use of the Academy pitch, lack of quality space for education		
	Fundraising & Sponsorship	£220,000	£288,000	£68,000	31	Not fulfilling partner expectations, competition with WBA FC		
	Primary One Offer	£422,000	£522,000	£100,000	24	If our quality is not good enough this year will schools buy, have we got staff who are capable of delivering to the level required, will schools be able to afford it, will we be able to get agreements and sign off in the desired timescales		
	Total	£1,016,000	£1,443,000	£427,000	42	OTHER RISKS		
						<ul style="list-style-type: none"> • Losing best staff to other clubs/competitors due to salary • Being ready and dealing with the change required • Government policy uncertainty • Facility costs, relationship with Academy, Sandwell Academy, Sandwell Council 		
	If WBA FC were to be promoted there would be an increase of PL funding conservatively estimated at +£250,000, match day opportunities + £70,000, international opportunities + £70,000							
6.3	2021-2022							
2021-2022	2021-2022	Income	Expenditure	Surplus/Deficit	Variance on Year	Income	Expenditure	Surplus/Deficit
	Sport Dev	1,343,416.13	1,091,002.38	252,413.75	Sport Dev	44,460.13	40,863.38	3,596.75
	Disability	470,850.00	470,000.00	850	Disability	62,520.28	70,000.00	-7,479.72
	Education	1,092,990.00	971,000.00	121,990.00	Education	403,990.00	320,000.00	83,990.00
	Engagement	0	0	0	Engagement	0.00	0.00	0.00
	F & S & O	406,079.95	712,815.61	-306,735.66	F & S & O	4,689.08	51,957.07	-47,267.99
	Total	3,313,336.08	3,244,817.99	68,518.09	Total	515,659.49	482,820.45	32,839.04

Year End 2021-2022, forecast to show a turnover income of £3,313,000, increase of £515,000 on (20-21 - £2,798,000) Expenditure has increased in line with this to give a surplus profit of £69,000, increase of £33,000 on the 20-21 surplus.

The growth is based on moving in to new facility to be able to increase capacity for alternative provision to 80 and post 16 college programme to 70.

Area of Growth	2020-2021	2021-2022	Increase	%
NCS	£120,000	£175,000	£55,000	46
Health projects	£62,000	£87,500	£25,500	41
Independent School	£181,000	£401,000	£220,000	122
Post 16 pathway	£270,000	£284,000	£14,000	5
Fundraising & Sponsorship	£288,000	£328,000	£40,000	14
Primary One Offer	£522,000	£572,000	£50,000	10
Total	£1,443,000	£1,847,500	£404,500	28

If WBA FC remained in the Premier League there would be an increase of PL funding conservatively estimated at £100,000, international opportunities + £30,000

