



Be part of our family

# OUR VISION

A PROUD ALBION FAMILY ENGAGED, INSPIRED AND ACHIEVING ITS POTENTIAL. MAKING A MEASURABLE DIFFERENCE IN OUR LOCAL COMMUNITY.

## OUR GOALS



Providing local employment through our Go Local Hub Networks.

Establishing a Community Hub in the 6 towns of Sandwell.



## OUR VALUES

SHOW INTEGRITY

FIND A BETTER WAY

INSPIRE TO ACHIEVE

GO ABOVE & BEYOND

## OUR DELIVERY



WELLBEING

BEHAVIOUR CHANGE

ACTIVE LIFESTYLE

Provide opportunities for those with physical and mental challenges.

Provide opportunities for those who need more than mainstream education provides.

Promote healthy lifestyles and a love of sport in our community.

<b>2.1</b>	<b>OUR VISION</b>			
VISION	TO CREATE A PROUD ALBION FAMILY			
	ENGAGED	INSPIRED	ACHIEVING ITS POTENTIAL	
	MAKING A MEASURABLE DIFFERENCE IN OUR LOCAL COMMUNITY			
<b>2.2</b>	<b>OUR VALUES</b>			
OUR VALUES WE ALWAYS	SHOW INTEGRITY	GO ABOVE & BEYOND	FIND A BETTER WAY	INSPIRE TO ACHIEVE
	EMBED SAFEGUARDING, EQUALITY, DIVERSITY & INCLUSION & ENVIRONMENTAL SUSTAINABILITY IN EVERYTHING WE DO			
<b>2.3</b>	<b>OUR FOCUSED DELIVERY</b>			
OUR FOCUSED DELIVERY	USE THE POWER OF FOOTBALL AND WEST BROMWICH ALBION FOOTBALL CLUB TO DELIVER EXCELLENCE IN			
	<b>W</b> <b>WELL-BEING</b>  To encourage resilience, positive thinking, and mind-set, providing opportunities for those with disabilities, learning difficulties and those most at risk from poor health to achieve their potential.	<b>B</b> <b>BEHAVIOUR CHANGE</b>  To unravel the complexities of life, understand challenges, unearth talents, providing opportunities to achieve their potential.	<b>A</b> <b>ACTIVE LIFESTYLES</b>  To promote active, healthy lifestyles and inspire a love of sport, providing a pathway to achieve their potential.	
<b>2.4</b>	<b>OUR SUPPORT TEAM</b>			
OUR SUPPORT TEAM	THE GLUE THAT BINDS OUR DELIVERY TEAMS TOGETHER			
	<b>OPERATIONS</b>  The central cog providing the platform and support for our delivery teams to deliver excellence	<b>FUNDRAISING</b>  Raising vital funds to enable us to make a difference in our community.	<b>MEDIA</b>  Showcase the measurable impact we make.	

<b>2.5</b>	<b>OUR STRATEGIC OBJECTIVES</b>		
<b>STRATEGIC OBJECTIVES</b>	<b>TO GO LOCAL</b>	<b>TO GROW OUR OWN</b>	
	We have made a targeted, measurable difference in our local community.	We have grown our next generation of staff, our current staff, and our participants.	
<b>2.6</b>	<b>OUR PILLARS OF PROGRESS</b>		
<b>PILLARS TO PROGRESS</b>	<b>PEOPLE</b>	<b>PERFORMANCE</b>	<b>PARTNERSHIPS</b>

<b>3.1</b>	<b>SO, WHAT IS GO LOCAL?</b>
	<p><b>Go Local is two-fold:</b> <b>Community</b></p> <ul style="list-style-type: none"> <li>• A targeted focused provision in a specific location (Hub) where we aim to develop mutually beneficial partnerships with local schools, colleges, community, and faith groups. The collaboration focuses on the needs of the local community enabling them to access the provision provided by the local groups and the TAF programmes.</li> <li>• The aim is to raise awareness and involvement of the whole family to improve health and well-being.</li> <li>• Our programmes will be adapted based on the intel we receive from the community. Together we also identify the gaps in provision and act as an umbrella organisation to seek funding and expertise to fill them.</li> <li>• We will work closely with statutory bodies Council, Police, NHS to ensure a joined-up approach that maximises diminishing resources.</li> <li>• Our current funded community offer will be. <ul style="list-style-type: none"> <li>- Kicks – coaching for boys and girls and those with SEND aged 8- to 18-year-olds on evenings and school holidays.</li> <li>- Multi-Sport and Food Camps during school holidays</li> <li>- Green Spaces Activity for Adults</li> <li>- Football and Social sessions to promote positive mental health for Men.</li> <li>- Albion Memories – social interaction for those suffering from dementia</li> <li>- Hawthorns Hub – social gathering for those who are lonely and or socially isolated.</li> <li>- Partner Business Volunteer support for focused projects.</li> </ul> </li> </ul>

- Due to the proximity to the Hawthorns, Academy Dome and our TAF Sports Hall we aim to provide greater access and opportunity to the local community to access these facilities. There will be a greater focus from West Bromwich Albion Football Club to engage and support this location.
- Our aim is to seek additional funding to provide capacity to grow community engagement and capacity building and focus on providing further opportunities.
  - Sport and exercise for BAME women
  - Adult Weight Management for Men and Women
  - Increased capacity on the above current funded programmes

#### **Schools**

- Within the targeted location of a town in Sandwell, such as Smethwick we will aim to have a staff presence in the local secondary school and as many of the feeder primary schools as possible. This gives us a captive audience of children who we can work with on funded projects that make up our “WBA Offer” We will aim to provide long term support which helps with the transition from primary to secondary school.
- We aim to use the school facilities as “physical hubs” to enable us to deliver “community programmes” to complement the school offer.
- Our current funded community offer will be:
  - Primary Stars – Physical Education for primary school children, CPD support for Teachers, targeted PHSE interventions, opportunities to participate in tournaments and festivals.
  - Inspires - a member of staff based in secondary schools providing mentoring and support to targeted and vulnerable pupils.
  - Specific mentoring and wider social support for Looked After Children
  - Mentoring and low-level counselling for identified young people.
- **Within the targeted location we will aim to then connect the community and faith groups with the schools.**

#### **Growth of Hub Model**

- The scale and ambition of each (Hub) will be dictated by funding. All our focus initially is on Smethwick currently and proving the concept. It is not possible at present to replicate this model in multiple wards within each town of Sandwell.
- Our ambition is to replicate a (Hub) model in a targeted location within each of the six towns of Sandwell.
- That is not to say we will not work in those wards we will, but it may be that we provide one or two of our projects, but it will not be the full hub model.

3.2	<b>GROW OUR OWN, WITHIN GO LOCAL</b>
	<ul style="list-style-type: none"> <li>• As stated earlier we want to identify and develop our next generation of staff and we want our staff to reflect the community we serve. Therefore, we will target our Go Local (Hubs) as a key contributor to this. We aim to engage with the community to raise awareness of the opportunities available for employment within TAF and WBA FC and then provide interventions to remove any barriers.</li> <li>• We aim to identify ambassadors within the local faith and community groups who the community We aim to upskill local partners, so they deliver programmes on our behalf as volunteers and paid staff.</li> <li>• We aim to unearth talent and passion for the work we do at an early stage so we can instil our values the “DNA” of being part of the “Albion Family”.</li> <li>• Can we take more local people on a journey from participant through the ages, to volunteer, to apprentice, to college participant, to university participant to zero hours to part time to full-time staff, to management, to senior management, to DIRECTOR. It is the ultimate vision of creating a “Proud Albion Family, Engaged, Inspired and Achieving their Potential.</li> <li>• Grow our Own is also our commitment to nurturing and developing our staff on the above pathway whilst also understanding and appreciating that for some their journey will take them elsewhere to bigger and better things. It is instilling the value of “Find a Better Way” a learning culture where we make better staff but just as important better people.</li> <li>• Growing our Own talent will then filter into our work with our community on the ground. With better, more committed, empathetic role models delivering excellence in our key areas will enable us to grow our participants and help them on their personal journey.</li> </ul>

3.3

### WHAT IS THE WBA OFFER?



- This was born from external feedback that people recognised we did so much but did not understand what TAF did. We were also in danger of trying to be all things to everyone and not having a clear focus where we could aim for excellence. Finally, we had become more detached as individual teams, working in silo's, not sharing expertise, duplicating effort, and sending mixed messages to the people we serve.
- WBA offer is how we will overcome all the above to provide clarity, focus, teamwork, one collective goal and ultimately to make a measurable difference in our local community.

#### **W**

##### **WELL-BEING**

To encourage resilience, positive thinking, and mind-set, providing opportunities for those with disabilities, learning difficulties and those most at risk from poor health to achieve their potential.

#### **B**

##### **BEHAVIOUR CHANGE**

To unravel the complexities of life, understand challenges, unearth talents, providing opportunities to achieve their potential.

	<p><b>A</b></p> <p><b>ACTIVE LIFESTYLES</b></p> <p>To promote active, healthy lifestyles and inspire a love of sport, providing a pathway to achieve their potential.</p>
	<ul style="list-style-type: none"> <li>• We have created 3 delivery teams each with their own specialism and expertise, but our programmes and our community need elements of each area and we therefore want to encourage collaboration between the teams to provide this WBA offer.</li> <li>• The initial focus for the WBA offer is our primary schools' provision.</li> </ul>
	<p style="text-align: center;"><b>WELL-BEING</b></p> <p style="text-align: center;"><i>To encourage resilience, positive thinking, and mind-set, providing opportunities for those with disabilities, learning difficulties and those most at risk from poor health to reach their potential.</i></p>
	<ul style="list-style-type: none"> <li>• Health &amp; Fitness - establish a qualified, committed team of health professionals delivering a high-quality programme from primary age to the elderly with differentiated and bespoke programmes in each of the 6 towns of Sandwell.</li> <li>• Disability &amp; Teams – a high quality pathway for all ages and abilities growing with quality to provide the full spectrum of disability specific competitive and recreational opportunities.</li> <li>• Powerchair – to be recognised as the national leader in powerchairs from high performance teams to coach and player development, to development of opportunities for all locally that is financially viable.</li> <li>• Adult Support – to establish several hub sites providing support for the elderly, isolated and those with dementia across Sandwell.</li> </ul>
	<p style="text-align: center;"><b>BEHAVIOUR CHANGE</b></p> <p style="text-align: center;"><i>To unravel the complexities of life, understand challenges, unearth talents, providing opportunities for those who struggle to fit in to” the mainstream” to reach their potential.</i></p>
	<ul style="list-style-type: none"> <li>• Inspires is an integral part of the Hub offer with Inspires coaches working in secondary schools across Sandwell with an expanded offer to support the more vulnerable pupils.</li> </ul>




	<ul style="list-style-type: none"> <li>• Lace programme is also an integral part of the hub offer and has better transition from feeder primary to secondary schools to provide ongoing high-quality support for looked after children.</li> </ul>
	<p style="text-align: center;"><b>ACTIVE LIFESTYLES</b></p> <p style="text-align: center;"><b><i>To promote active, healthy lifestyles and inspire a love of sport for everyone, providing a pathway to reach their potential.</i></b></p>
	<ul style="list-style-type: none"> <li>• Primary Stars has developed the delivery model &amp; offer for schools with the aim of improving partnerships with all schools within the Sandwell borough. All staff will deliver PLPS or PPA to showcase impact for funders.</li> <li>• Our “Out of Hours” Provision has a hub site in each of the towns of Sandwell providing the range of mini, core, girls, SEN provision, is established as a HAF provider across Sandwell and is progressing participants to positive pathways such as our college education programme.</li> <li>• Football Development has a robust development pathway from aged 2 to 18, is recognised as the talent ID provider for WBA FC Academy, has expanded the college programme and is working towards become the sole provider of this.</li> <li>• International programme is a WBA FC offer provided by the Foundation providing significant funds to be invested back into the Go local strategy and providing fantastic opportunities and experiences for staff to aid with recruitment and retention.</li> </ul>



<b>3.5</b>	<b>WHY PILLARS OF PROGRESS</b>		
<b>PILLARS TO PROGRESS</b>	<b>PEOPLE</b>	<b>PERFORMANCE</b>	<b>PARTNERSHIPS</b>
	<ul style="list-style-type: none"> <li>For the 2020-2023 Strategic Business Plan we identified six Pillars of Progress that internally would see us develop and grow with quality. They were as follows:</li> </ul>		

<b>6 P PILLARS TO PROGRESS</b>					
<b>PEOPLE</b>	<b>PLACE</b>	<b>PROMOTION</b>	<b>PROJECTS</b>	<b>POUNDS &amp; PENCE</b>	<b>PARTNERSHIPS</b>
<b>ONE CULTURE – ONE TEAM</b>	<b>FIND A HOME</b>	<b>SIMPLIFY OUR MESSAGE</b>	<b>BE THE BEST &amp; PROVE IT</b>	<b>CONTROL OUR DESTINY</b>	<b>ONE CLUB-ONE FOUNDATION</b>
<b>OUR OBJECTIVE BY 2022</b>					
<b>WE ARE ONE TEAM WITH ONE CULTURE</b>	<b>TOGETHER IN A HOME WE ARE PROUD OF</b>	<b>PEOPLE KNOW ABOUT US, GET US AND LOVE US</b>	<b>FOCUSED, DO IT BRILLIANTLY AND CAN PROVE IT</b>	<b>FINANCIALLY VIABLE REGARDLESS OF WHAT HAPPENS ON THE PITCH</b>	<b>VALUED &amp; INTEGRAL PART OF THE CLUB</b>

	<ul style="list-style-type: none"> <li>We are not now pursuing a new bespoke facility for the Foundation, so Place has been removed. We believe we have progressed significantly with Promotion, so this has been removed. Finances will always be at the forefront our work so does not need to be explicit in our external message. We believe Performance is a better description than Projects and this with People and Partnerships form the new Pillars of Progress for 24-29.</li> </ul>
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		<p style="text-align: center;"><b>PARTNERSHIPS</b></p>  <p style="text-align: center;"><b>PERFORMANCE</b></p>  <p style="text-align: center;"><b>PEOPLE</b></p> 	
	<p><b>PARTNERSHIPS</b></p> <ul style="list-style-type: none"> <li>To achieve our vision, it is vital we develop strong mutually beneficial partnerships at all levels of engagement. We need to add value and be appreciated by our partners.</li> </ul>		
	<p><b>PERFORMANCE</b></p> <ul style="list-style-type: none"> <li>To achieve our vision, it is vital we deliver excellence in our 3 Key areas of delivery, Well-being, Behaviour Change and Active Lifestyles. We need to be able to evidence the difference we are making to ensure we are best placed to expand the successful projects and programmes and be able to switch tact where we are not performing.</li> </ul>		
	<p><b>PEOPLE</b></p> <ul style="list-style-type: none"> <li>To achieve our vision our People are vital. We need to create a culture where they feel safe, empowered, engaged, fulfilled, and valued. We need to create a togetherness and sense of purpose.</li> </ul>		

**By 2029 our Journey will take us to here**

**Pounds & Pence Key Objectives**

Objective 1

Sufficient reserves to put funds back into our community, keep our best people and provide the best working environment regardless of what happens on the pitch

**People Key Objectives**

Objective 1

We are recognised as an outstanding employer by our staff, our partners and our community

**Performance Key Objectives**

Objective 1

Delivering outstanding work, whilst making a measurable difference locally

**Partnerships Key Objectives**

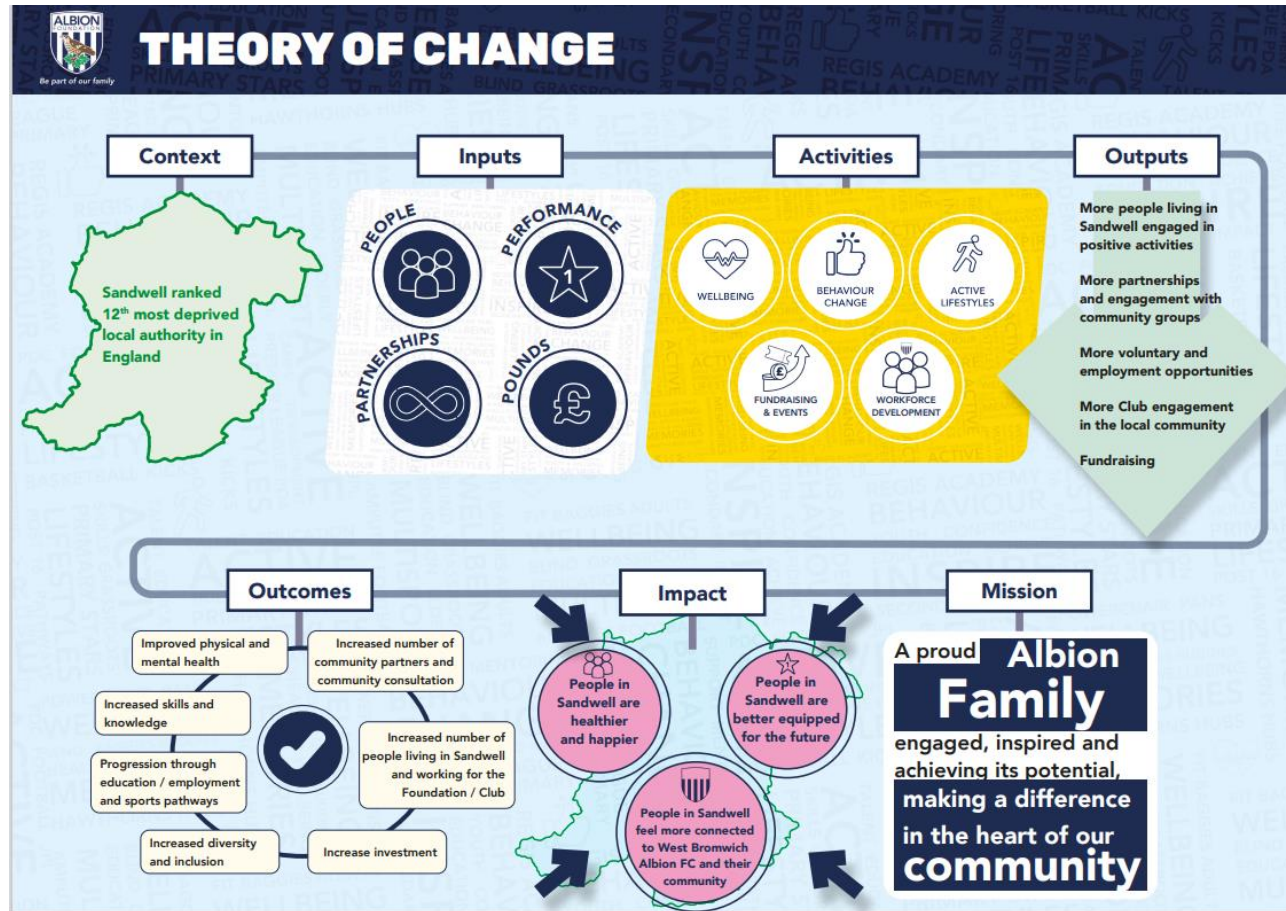
Objective 1

Embedded and valued by the Club, Recognised and appreciated locally, nationally and internationally as an outstanding organisation.

<b>Pounds &amp; Pence Key Objectives</b>	
Objective 1	To surpass overall budget targets set for 24-25
Objective 2	Improved budgeting to understand viability and take action to improve this, accept it with rationale or remove it from our portfolio
Objective 3	Secure unconfirmed Funding within Budget and or find alternatives.
<b>People Key Objectives</b>	
Objective 1	Improve standards and consistency of line management
Objective 2	To improve the development of current staff.
Objective 3	To improve the culture of the organisation
<b>Performance Key Objectives</b>	
Objective 1	Go Local and our WBA offer is making a measurable difference in these targeted communities
Objective 2	Surpassing all Restricted Projects Impact Targets
Objective 3	High Quality Feedback from Participants, Parents, Schools & Partners
<b>Partnerships Key Objectives</b>	
Objective 1	Progress towards One Club One Badge Collaboration
Objective 2	Improved reputation and collaboration with Community, Faith Groups & Statutory services in Sandwell
Objective 3	Retain current business partners and grow greater wider network with more collaboration.

3.6

## OUR THEORY OF CHANGE



3.6

VISION BROUGHT TO LIFE



# A PROUD ALBION FAMILY

ENGAGED, INSPIRED AND ACHIEVING ITS POTENTIAL.  
MAKING A MEASURABLE DIFFERENCE IN OUR LOCAL COMMUNITY.

- The Year is 2027 – Smethwick is established and flourishing as the first flagship Albion Hub site. It is a vibrant community hub where local young people belong – they feel safe – they are engaged inspired and are achieving their potential.
- Family X live on Marion Road, in Smethwick, walking distance from Holly Lodge.
- **Mum aged 40, Dad aged 42, 3 children Boy aged 8, Boy aged 13 and Girl aged 17, Grandad aged 63 and cousin aged 20 works closely with Coach X**
- **Boy Aged 8** attends Victoria Park Primary School where TAF provide intervention sessions. He struggled with his behaviour, and we have helped him to develop techniques and strategies to improve concentration and dealing with anger. He attends sessions 2 night a week which has improved his physical fitness, reduced the instances of being in trouble and made several new friends. **IMPACT – Improved attendance by 11%, reduced exclusions from lessons by 21%,**

- **The family cousin aged 20** is working in the same school as a Tier 3 coach. They joined TAF as a volunteer in 2024 and has progressed to casual paid work, to then last summer a full-time role. He has completed his level 2 coaching qualification and internal accredited volunteer programme. **IMPACT – moved into full-time employment.**
- **Boy aged 13** has cerebral palsy – attends Holly Lodge School. He enjoys the adapted sessions from TAF. He attends sessions 2 nights a week where he receives disability specific adapted coaching. He plays and socialises and is excelling to now represent West Bromwich Albion Disability FC in local tournaments. He has got involved in mental health and gun crime workshops and a social action project helping local elderly residents including his **Grandad aged 63**. **IMPACT – Increased physical activity per week by 110 minutes, wellbeing score improved 24%.**
- **Girl Aged 17** attends the Football & Education programme and will get a distinction in her Btec course – she will join the Sports Coaching Degree course in partnership with University of South Wales. She attended the coaching sessions and was then signposted to play for West Bromwich Albion Development team and will progress to the first team. She completed her Level 1 FA coaching qualification and volunteers 2 nights a week where she used to be a participant. **IMPACT – 4 qualifications achieved. Improved confidence and self-esteem score by 18%**
- **Mum Aged 42** volunteers at Brasshouse Community Centre which with TAF delivers a food hub. Families can buy discounted healthy food on credit and when choosing healthier options receive free items. The centre has a walking football session that her dad **grandfather aged 63** attends and an adult weight management programme that her husband attends. Mum attends a walking group who meet up twice a week at West Smethwick Park. **IMPACT – Increased physical activity per week by 120 minutes. Supported 30 targeted households with improved affordable health food options in 12 months.**
- **Dad Aged 42** enjoys watching his children play – he enrolled in the Fit Baggies weight management programme for men. He has lost 16 pounds and feels much healthier and will join the Colour Run in Sandwell Valley. **IMPACT – Lost 16lb in weight. Given up smoking.**
- **The whole family know Coach X** who is based full-time at Holly Lodge School. They are an integral part of the school, well known and liked by pupils, staff and parents. They deliver Inspires mentor sessions to targeted pupils struggling with anxiety and confidence issues. They identify children and families that are struggling below the poverty line and ensure they are involved in the Holiday programmes where there is sport and free food for pupils. **IMPACT -School has seen improved behaviour with 92% of pupils on Inspires programme and 96% have improved their well-being score.**

	<ul style="list-style-type: none"> <li>• This model of connected complementary targeted provision is replicated in each town of Sandwell.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>In 5 years, what do we want people to say about us.</b></li> <li>• <b>Child in Smethwick</b></li> <li>• I love it, my coach is class, they make me a better player and person and have helped me think about my future and what I might be able to do,</li> <li>• <b>Parent in Wednesbury</b></li> <li>• “They have helped my daughter so much, they really listen, they care, they have given us ways to make things easier – we can’t thank you enough.</li> <li>• <b>Headteacher in West Brom</b></li> <li>• It has been so valuable having a consistent member of staff in our school, they are part of our team now also – they are great with our pupils and the partnership has created so many opportunities within the community.</li> <li>• <b>Community leader in Rowley</b></li> <li>• I was a bit sceptical at first, but I shouldn’t have been, the foundation has followed up and done everything they said they were going to do. We have a great relationship, they have upskilled our staff, the offer we have developed in the area is working so well. The funding they accessed for us has been life changing.</li> <li>• <b>Police officer in Oldbury</b></li> <li>• It is so good for our relationships with young people on the estate, the foundation activities and staff have really engaged with some challenging young people, and we have been able to break down barriers and understand them more which has helped us deal with issues more effectively.</li> </ul>



- **Faith leader in Tipton**

- I had never heard of the Foundation, and I had no interest in Football or West Brom but when I realised what they could and how it could help our people it has bene superb. They care about us, and it has been an eye opener to go to the stadium for a game and the academy. I have loved it and so do our young people; we are definitely part of the Albion Family.

- **WBA season ticket holder**

- We are so proud of the work the club and the foundation do – it is so inspiring; we are so much more than a football club and my family have benefitted so much from the programmes and we love being part of the Albion Family

- **PL & EFL**

- The Albion Foundation are exemplary in all they do. They consistently deliver excellent programmes and have evidenced that they have made a measurable difference in their community. It has been a pleasure working with them they truly are an Albion Family.

- **TAF volunteer**

- I have gained so much from being part of the Albion Family. They have made me feel so welcome, have developed my life skills and my coaching, I want to work there, and I now know what it is going to take to get there.

- **TAF member of staff**

- I love my job, it doesn't feel like a job, it makes me so proud to see the difference I can make. I know I can fulfil my potential here; I get lots of support, the senior staff listen and are always looking out for us and trying to make it better. My teammates are inspiring and there is a real sense of family here. I have had a few challenges personally and the support has been first class.