

Huddersfield Town Foundation Strategic Development

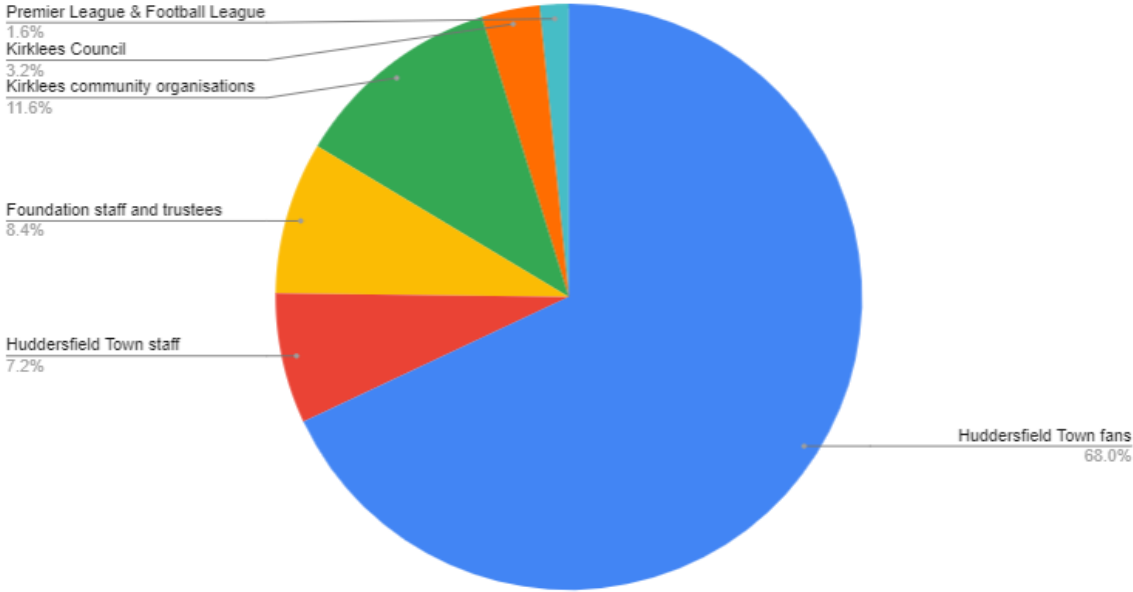
Phase One Summary, July 2021

Introduction

Over the past two months, Salmon Consulting has been working with the Huddersfield Town Foundation to develop a new strategy for the next three to five years. The first phase of the strategy development involved consultations with various internal and external stakeholders, including the wider community within Kirklees. As we reach the end of Phase One, we present a summary of the emerging themes and look ahead to the next stage of the process.

Who we spoke to

We collected information from a wide variety of sources. This included interviews with the Foundation’s Trustees, Senior Leadership Team, key external stakeholders and representatives of Huddersfield Town AFC. In addition there were questionnaires and open workshops for external stakeholders, workshops for members of the Foundation’s staff at all levels, questionnaires for club and Foundation staff, and a community survey promoted to Huddersfield Town fans.



In total, the Foundation spoke with 250 internal and external stakeholders, including Kirklees Council, local community organisations, funding bodies and other partners of the Foundation. Alongside this, Phase One also included data collection on community needs in Kirklees, a strategic review of the Foundation’s work up to now, and research into best practice for similar CCOs linked to football clubs and other charity and community organisations.

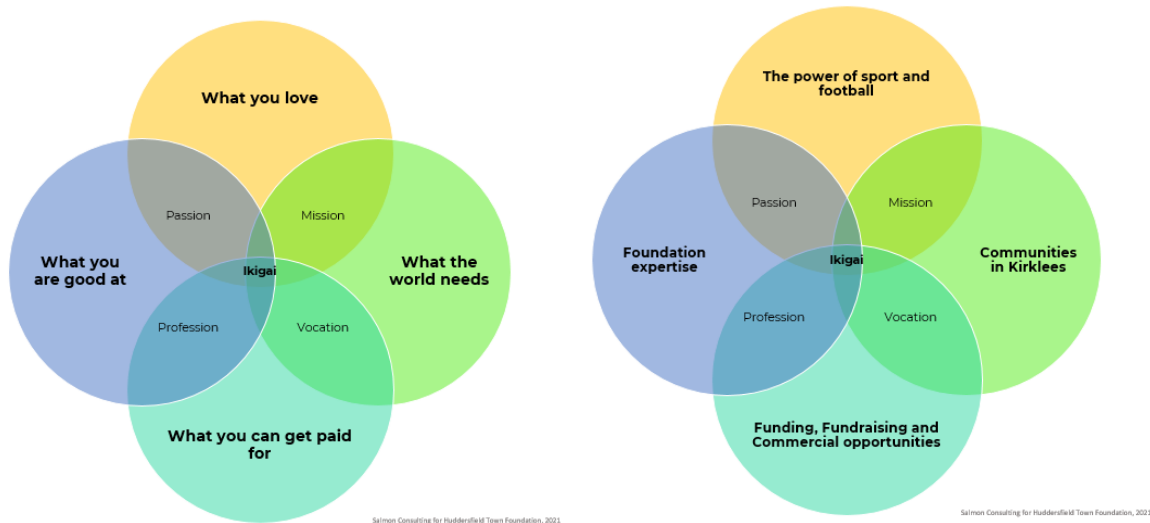
A summary of the findings

It was agreed by stakeholders across the board that the Foundation was right to review its strategy in partnership with the community it is rooted in. The process of talking with stakeholders identified a host of potential routes to follow in the new strategy, with four key building blocks emerging from the research:

- The power of football and sport
- The specific expertise of the Foundation
- Community need in Kirklees
- Funding and fundraising opportunities

The point at which these four building blocks meet was identified as the key to understanding the purpose of the Foundation and is the starting point for developing the new strategy.

Stakeholders universally agreed that the Foundation was right to review its strategy in partnership with the community it's rooted in. The process of talking with stakeholders identified a host of potential routes for the Foundation to follow in its new strategy. The Japanese concept of Ikigai provides a good model to express the building blocks. Ikigai translates to 'reason for being' and it involves identifying each part of the intersection and the sum of all the components in the left hand diagram. The diagram on the right specifies these for the Foundation and what its new strategy needs to clarify in order to articulate its purpose, based on the feedback from all stakeholders in Phase One of the process.



Main emerging themes

Vision and mission

- The current vision and mission lack focus and clarity. The need for both emerged in almost every conversation with internal and external stakeholders.
- All respondents agreed that the Foundation is uniquely positioned - using the club badge to engage with people and communities that others struggle to.
- Stakeholders agreed that social inclusion was the key focus, though this needs further definition in order to set the Foundation's goals.
- All stakeholders agreed that the Foundation should use the power of football, with several talking about sport more generally, to tackle social issues in Kirklees.

Goals and priorities

- Stakeholders identified a broad range of potential goals for the Foundation. This included sport; poverty and social mobility; diversity, community cohesion and inclusion; health and mental health; young people; leading and supporting the local voluntary sector.
- It was clear from the research that the Foundation needs to be realistic in the goals that it sets, with clarity also on objectives and what is deliverable with the resources at its disposal. The Foundation needs to be careful to not commit to providing something beyond its reach .

Relationship to the Club

- The importance of the relationship between the Club and the Foundation, and the 'power of the badge' emerged in many of the discussions with stakeholders both within the two organisations but also externally.
- A clear need was identified to use the strategy to clarify the relationship between the Club and the Foundation, both within the working structures but also for the wider community.

A sustainable foundation

- Finance and funding, staff and culture, and communication were the main themes relating to the Foundation's sustainability.
- Themes that emerged related to finance and funding included diversification of funding, exploration of new funding and fundraising opportunities, and how new partnerships and commercial approaches might be developed in the future.
- Within the Foundation, the first phase of the strategy development highlighted a number of areas to be considered regarding staff, culture and structure within the Foundation.
- With regards to communication, internal and external stakeholders felt that a new approach to impact reporting, storytelling and communication in general would not only help inform the community as to the work the Foundation is doing, but also play an important role in articulating the strategy internally and with external stakeholders.

Evaluation and impact

- Measuring, evaluating and communicating the Foundation's impact was highlighted as a key consideration for the new strategy in order to raise the Foundation's profile, support fundraising, celebrate the team and attract new partners.

Looking forward to Phase Two

The next step in the strategy development is to take the emerging themes and begin to clarify the vision, mission, goals and objectives of the Huddersfield Town Foundation. From the emerging themes and the four building blocks of purpose that were identified through this process (power of sport, expertise, community need and funding), the Working Group have in turn identified four key interlinking themes that will shape the strategy.

- The needs of people in Kirklees
- Physical activity and movement
- Togetherness and community
- Health and healthy behaviours

Although the initial data collection for the strategy is now complete, the Foundation welcomes all feedback and suggestions from external stakeholders, and is happy to receive input at any time. Phase Two of the strategy development will conclude with the outline of the new strategy to be approved by the Board of Trustees ahead of an intended launch in autumn 2021.