

Ref Code	Organisation Name
2023-05-YO09	Huddersfield Town Foundation
Visit Date	Visited By
12 <sup>th</sup> September 2023	Victoria Southwell (Zoom)
Overall aim of the funding	
To reduce reoffending rates of female offenders through an effective qualification, mentoring and employment programme, as well as providing voluntary opportunities for young people at high risk of offending.	
Background to Organisation and governance	
<p>Huddersfield Town Foundation (HTF) was established in 2012 after the local owner of the club visited a school and saw for himself the disadvantages that many children and young people were facing. He subsequently set up the Foundation and it became a registered charity. HTF is run by a CEO and employs 23 members of staff.</p> <p>A board of six Trustees support the CEO and they bring a wide range of skills to the organisation including HR and inclusion, health inequalities, Local Authority, sport, strategy, organisational change, finance, and law. The board meet quarterly and recruit new people based on skills gaps identified in audits. There is an intention to recruit an additional two people to the board with the aim of bringing more diversity to Trustees to better represent the local community.</p> <p>There are also four sub-committees that are led and sponsored by a Trustee but also include advisors from outside the charity who help inform and develop work streams and provide challenge. By delegating to the sub-committees, the Trustees can think about the values, strategy, and impact of the organisation.</p> <p>An annual away day with the board and the senior team takes place to enable specific focus on strategy development. Prior to the pandemic HTF did not have a strategy but one was launched in January 2022, and this provides a new clearer vision for the charity and a revised mission. Four strategic objectives were identified; Evaluating all current activity and future programmes, Publishing an annual Impact Report based on quality standards, Committing to delivering and servicing a greater range of communities across Kirklees, and Creating opportunities for people at different stages of their lives and personal development.</p>	
Leadership and expertise	
<p>At the assessment I met with Siobhan Atkinson (CEO), Joe Scargill (Senior Youth Engagement Manager) and Aidan Grills (Trustee and Chair). Siobhan joined HTF in 2019 after working for the Premier League for eight years. She has extensive expertise around the charitable arms of football clubs and the wider voluntary sector and has significantly professionalised HTF since joining them.</p> <p>Joe is the driving force behind the current work taking place in HMP New Hall and is local to the area. He has a deep understanding of the issues that local people face on a daily basis and the challenges that can derail someone. His commitment and passion for both the work and the local area were evident.</p>	

Aidan has been a Trustee for four years and Chair for the past three. He is CEO of Leeds University Student Union.

### **Aims and Activities**

Huddersfield Town Foundation aims to use the power of football to engage, inspire and have a positive impact on their local community. Their vision is for a resilient, inclusive community with the Club and Foundation at its very heart. They aim to make an impact by delivering projects and programmes in the following areas;

- Learning and Education
- Health and healthy behaviours
- Safe spaces and places, and
- Movement and activity.

Programmes that are delivered that link to these areas include the Premier League Kicks and Targeted Kicks programmes which have engaged with 471 young people across Kirklees, funding 35 breakfast clubs at local schools, providing weekly food parcels to 780 families, weekly sporting memories sessions to support those with dementia and weekly mental health football sessions for 64 people.

HTF also work across 31 primary schools and 12 secondary schools delivering a range of interventions including literacy, numeracy, upskilling PE teachers, PSHE, football clubs, holiday camps and tournaments.

### **Safeguarding**

HTFC has a strong approach to safeguarding that is informed by the Premier League's standards. Despite no longer playing in the Premier League, they still aspire to holding themselves to the highest standards and safeguarding is no exception.

There is significant expertise within the organisation, and this is underpinned by a lengthy and detailed policy. Training around this is an important part of the induction of a new member of staff and the ongoing development of the team. This all makes the policy accessible and a live document. There is a dedicated member of staff within the team of the Foundation who has responsibility for safeguarding at an operational level and they are supported by the safeguarding lead at the football club which allows for a joined-up approach to safeguarding. A Trustee is also named in the policy and holds responsibility for the issue at board level.

There are good internal structures in place to ensure that safeguarding is a constant item for discussion at all levels across the organisation and that where there are concerns these are raised and addressed by the appropriate people internally. HTF uses the Toottoot system to record and monitor all safeguarding incidents. There are also clear processes for escalating issues externally if need be. Close relationships with schools ensure that there is the ability to raise concerns with school staff and for staff who work on the prison estate there is a separate process and training that links to the policy within HMP New Hall.

### **Finances**

Audited Financial Statements for a 13-month period ending 30<sup>th</sup> August 2021 show income of £1,001,952 against expenditure of £887,933 resulting in a surplus of £114,019. Net current assets amount to £786,283 and a reserve figure of £799,220 of which £445,899 is unrestricted. HTF's reserve policy is to maintain six months expenditure in unrestricted and non-designated reserves. This is not quite being met currently.

Budgets and funding predictions for the two-year period of the grant see increased income from the 2021 accounts but this income remains stable between both years. The majority of this funding has been confirmed in the form of multi-year grants. Earned income through activities, holiday camps and general fundraising are not secure but based on previous performance the income expected from these can reasonably be expected to be achieved. Main funding comes from Premier League, Huddersfield Town FC and income generating activities.

Good financial systems are in place. Day to day management is undertaken by the Head of Finance who is a Chartered Accountant, and they work closely with the Treasurer who also has a background in accountancy. A Business Support Administrator produces monthly cash flow projections and management accounts. There is also a Finance, Risk and Audit Committee who review all finances and agree budgets prior to being presented to the full Trustee Board.

### **Current Situation and need**

4% of the prison population is female, and even though this represents a small minority of those serving custodial sentences, the fact that the criminal justice system was designed primarily for males causes women numerous challenges and inequalities.

Research conducted by The Twinning Project found - 71% of female prisoners have no qualifications prior to custody, 67% of those in custody were unemployed at the time of imprisonment and 83% do not have paid employment on release. The Twinning Project is a partnership between HM Prison and Probation Service (HMPPS) and professional football clubs, with the objective of twinning every prison in England and Wales with a local professional football club. The aim is to engage approximately 48 prisoners per year in each of the 117 prisons in football-based programmes to improve their mental and physical health, wellbeing and obtain a qualification which will help improve their life chances and gain employment on release.

HTF have been working at HMP New Hall, a female prison and YOI, as part of The Twinning Project's work with the football club. This has enabled them to develop strong links with the prison and YOI staff and women serving sentences there. It has also enabled them to build a strong understanding of the local picture related to women offenders. According to the West Yorkshire Reducing Reoffending Strategy, reoffending rates for those serving custodial sentences of 12 months or under is approximately 67% for women and reoffending performance in Kirklees specifically is slightly above the national rate (HM Inspectorate of Probation, 2021).

From qualitative data collected having delivered accredited qualifications to prisoners in HMP New Hall since 2021, HTF have learned from participants that there are two major concerns related to reoffending. The first is a perceived lack of employment/pathways to employment. One participant noted that they would find it easier to refrain from behaviours linked to risk factors (e.g. possession of illegal substances) should they be able to volunteer or work following release. The second is negative influences upon release, particularly in localities in which they resided prior to custody. Through interviews collected with Graeme Clark, Relationship Lead at the Twinning Project with 31 years' experience in the prison service, he noted that working with prisoners in a female estate is very different to male prisons. He also observed that HTF's delivery of activities within HMP New Hall are fun, safe, and engaging, and delivered to an exceptionally high standard. Participants have shared their positive experiences with others on return from the sessions, which has resulted in the prison having a waiting list of potential participants eager to take part in the programme.

Crucial to breaking the cycle of reoffending, HTF plans to build on their strong track record of work delivered at HMP New Hall. The planned project will address unemployment, provide opportunities for young women to achieve qualifications (in some cases, their first ever accredited qualification), develop skills and improve confidence, resilience, and self-esteem. Qualifications would be delivered in partnership with the prison's Employment Hub, West Riding FA, and the Twinning Project. Evidenced through HTF's work with HMP New Hall to date, participants engage strongly with practical educational activity, a methodology underpinned by the principles of sport 4 development.

HTF plans to work with 15 female offenders per annum, in 3 cohorts of 5 over a period of 12-14 weeks. HTF has a strong business network within Kirklees and West Yorkshire, working closely with like-minded organisations that can offer ex-offenders' pathways towards meaningful and sustained employment and will tap into this to identify employment and volunteering opportunities for young women upon release. HFA would also offer pathways to employment directly through the football club and other projects run by the foundation.

A dedicated Programme Coordinator would manage the programme and act as a point of contact following release, tracking progress towards their bespoke support plan.

### Expected Changes in Year 1

#### Social Impact Area 1

Employability	<ul style="list-style-type: none"> <li>• Enhanced employability skills</li> <li>• Increase in sustained employment</li> <li>• Increased aspirations and career goals</li> </ul>
---------------	---

#### Social Impact Area 2

Education	<ul style="list-style-type: none"> <li>• Improved educational attainment and achieving qualifications</li> <li>• Fewer discipline problems</li> <li>• Improved access to education</li> </ul>
-----------	---

#### Social Impact Area 3

Individual Development	<ul style="list-style-type: none"> <li>• Improved self-efficacy</li> <li>• Improved self-esteem</li> <li>• Improved motivation</li> </ul>
------------------------	---

### Request and Budget

HTF is requesting **£78,777** over 2 years for the salary costs of a full time Programme Coordinator and project costs.

**£39,119 in year 1** - £27,563 (salary), £3,556 (management costs), £2,250 (qualifications), £1,500 (participant travel allowance), £1,418 (supervision), £1,417 (mileage), £1,000 (equipment), £415 (phone),

**£39,658 in year 2** - £28,941 (salary), £3,605 (management costs), £2,250 (qualifications), £1,500 (participant travel allowance), £1,488 (supervision), £1,417 (mileage), £457 (phone)

### Conclusion

This round has been a strong one and there have been a number of proposals that have exceeded expectation at the assessment meeting. Huddersfield Town Foundation though stands head and shoulders above all of these in terms of being an example of a well-planned and evidenced application that is led by exceptional people. Joe, the worker who would manage this project, spoke with such deep insight and passion about the local area and the people that participate in the programmes they

run, that I genuinely felt moved. His knowledge and understanding was exceptional, and it was clear that his deep commitment to the organisation and the local area was a huge asset for this funding.

HTF are already working in HMP New Hall and to date have supported 25 female to achieve FA Level 1 qualifications in leadership and this has provided the insight into seeing how much more they can do with the young women they come into contact with there. Joe will continue to manage the project, but a female worker will be recruited to deliver the project and whilst there is already good understanding of the needs of this group of young women a new member of staff will add to this.

The Twinning Project has provided a good opportunity to develop this project but the work that HTF want to do exceeds the remit of that piece of work, hence the application for this grant. Because of the strong understanding that HTF has of the barriers to young women moving away from offending they have designed a programme that will directly meet these needs. Being a smaller football club, they are uniquely placed within the community to build relationships and use facilities that are appealing and have some gravitas. As with other football club linked organisations that we have supported they also have access to a rich set of assets that the club have with regards to paid employment, work experience and volunteering opportunities. With the wider links the club also have to other businesses and partners there are some very tangible routes into achieving employment-based outcomes via this project.

HTF shared some extremely strong case studies with me of some of the outcomes for the young women they have worked with to date. They were very compelling and also highlighted the ability for these young women to interact with other young women who are at an earlier point in the criminal justice system and help them to move away from the behaviours that might lead them to a custodial sentence or criminal record. This has been effective and empowering for both the women who have shared their lived experiences and the young women who have been influenced by their stories and experiences.

This will be an exceptional addition to our portfolio. Not only due to the nature of the focus of the project being young women, a group significantly underrepresented in our portfolio, but also due to the expert nature of this organisation. They will add huge value to the Peer2Peer Exchanges and other opportunities to network and share expertise, but they are also an organisation keen to learn from others and continually improve their own practice.

With this in mind I would therefore strongly recommend that we support this application with a grant as requested.

**Recommended Priority Rating**

Risk = Low	Difference to organisation = High	Priority = High
------------	-----------------------------------	-----------------