



**The Leeds United Foundation**  
**Business Plan 2019 – 22**

Prepared October 2019



## Business Plan

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## Business Plan

# Section 1 - Purpose, Vision & Mission

### Overview

The Leeds United Foundation is an independent registered charity (Charity Number 1137703) and Private Company Limited by Guarantee (Company No. 7247372) linked to Leeds United Football Club by a Service Level Agreement.

### Purpose

The Charity's objects are to advance life and help young people and the public generally and, in particular, the inhabitants of Yorkshire and its surrounding areas by promoting, organising and assisting in programmes of football and other physical and/or educational activities as a means of:

- *Promoting community participation in healthy recreation.*
- *Advancing education of children and young people through such means as the trustees think fit in accordance with the law of charity.*
- *Developing the skills, capacities and capabilities of young people to enable them to participate in society as mature and responsible individuals.*
- *Promoting social welfare for people who have need by reason of their youth, age, infirmity or disability, poverty or social or economic circumstances with a view to improving their conditions of life.*
- *Promoting knowledge and mutual understanding and respect of the beliefs and practices of different religious faiths.*

We use the power of the Leeds United brand to engage and influence those who will benefit from our positive interventions, encourage strong partnerships and build more healthy and successful communities.

## Vision

*“Everyone in the Leeds City Region will have the opportunity to be happy, healthy and successful.”*

## Mission

*“We will use the power of football to enhance the lives of people across our region through opportunities in sport, education, and healthier lifestyles.”*

## Values

- *Set high standards & commit to achieving them.*
- *Be inclusive and fair – None judgemental.*
- *Promote equal opportunity and celebrate diversity.*
- *Encourage creativity and innovation.*
- *Continuously and actively strive to improve performance.*

## Club Values

Our Values link closely to the guiding principles of Leeds United ;

- *Family*
- *Graft*
- *Pride*
- *Ambition*
- *Innovation*



## Business Plan

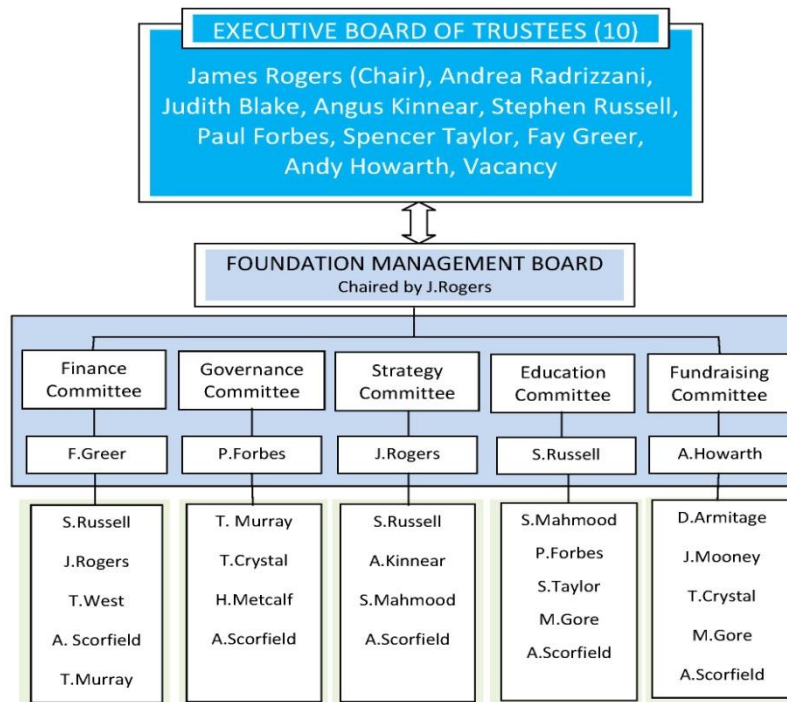
# Section 2 - Governance Structure

### Overview

The Leeds United Foundation is established as a charity registered with the UK Charities Commission with approved Memorandum and Articles of Association guiding the method and process of governance.

The organisation is governed by a Board of Trustees including representatives from Leeds United FC, Leeds City Council, and independent members with local interests and responsibilities. The Board of Trustees takes specialist advice and guidance from Sub-Committees comprising Associate Trustees. Associate Trustees carry no legal responsibility for the management of the organisation and act purely in an advisory capacity.

### The Leeds United Foundation Governance Structure 2019/20



#### NOTES:

<b>EXECUTIVE BOARD</b>	Meets quarterly with strategic remit.
<b>MANAGEMENT BOARD</b>	Meets quarterly prior to Executive Board and reports by Head of Sub to inform agenda setting for Executive Board. Broad operational remit.
<b>Sub Committees</b>	Meet as and when Required. Head of Sub Committees report to Management Board. Focused operational remit relative to title.

Any sub-committee member who is not a Trustee is an Associate Trustee of the Foundation. Alan Scorfield is co opted to Executive Board, Management Board and all Sub Committees as *ex officio* member.



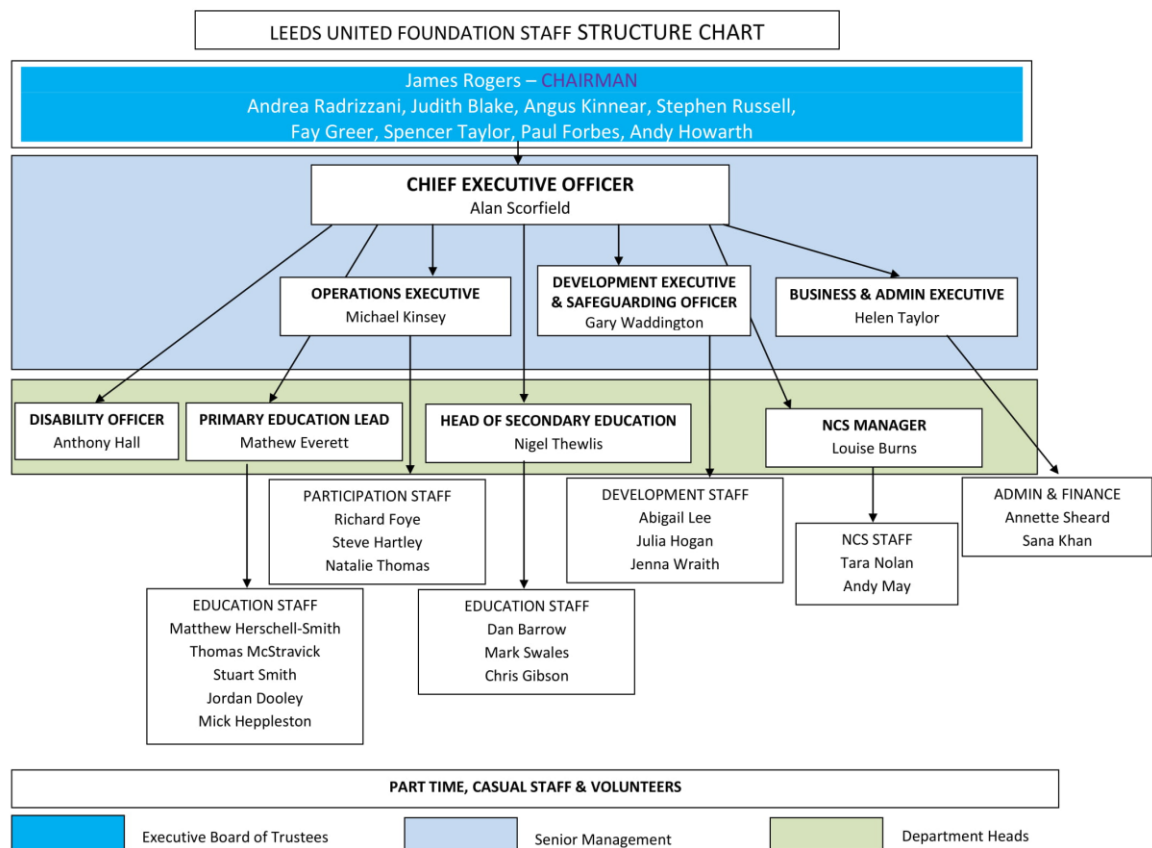
## Business Plan

# Section 3 - Staffing Structure

### Overview

We currently employ 26 full time staff and 51 part time and casual staff with access to 2 self employed contractors and 12 volunteers.

The Staffing structure is set out below.



We plan to expand our health and wellbeing provision over the next two years to include the current disability section and incorporate new health programmes through a broader range of projects.

NCS staffing will increase in response to demand and the staffing levels in education and social engagement will grow in line with strategic plans.



## Business Plan

# Section 4 - Key Partners

### Governance

#### Premier League Charitable Fund & English Football League Trust

The PLCF and EFLT set standards and provide governance via the Community Code of Practice (CCOP). The CCOP comprises a set of criteria by which the performance of the organisation is measured and evaluated jointly by PLCF and EFLT on an ongoing basis with feedback quarterly on progress towards appropriate standards.

Standards are categorised under 14 headings.

1. STRUCTURE
2. AFFILIATED CLUB
3. GOVERNANCE & THE BOARD
4. PEOPLE
5. STRATEGY & IMPLEMENTATION
6. SAFEGUARDING
7. FINANCE
8. EQUALITY, DIVERSITY & INCLUSION
9. DATA PROTECTION
10. RISK MANAGEMENT
11. HEALTH & SAFETY
12. INCIDENT REPORTING
13. IMPACT
14. COMMUNICATION

Failure to reach the required standards can result in funding being withheld or withdrawn. The Leeds United Foundation is currently compliant with standards and guidelines and is meeting the governance requirements.

### Sport England

Sport England provides the overarching guidance via the Code of Governance for Sport. This code comprises some recommendations and some legal requirements, the majority of which are included in the CCOP. The Leeds United Foundation is currently compliant.



## **Funding Organisations**

**Premier League Charitable Fund**

**English Football League Trust**

**Leeds City Council**

**West Yorkshire Police**

**Boston Spa Sports College**

## **Supporters & Sponsors**

### **Utilita**

Junior Shirt Sponsor of Leeds United FC

Support with £2.50 for every shirt sold to a maximum of £25,000 p.a.

### **Transunion**

South Stand Sponsor of Elland Road Stadium

Support with £10,000 towards education projects.

### **Veolia**

Community based organisation supporting Kicks programmes in designated areas

### **Leeds Bradford Airport**

Providing unrestricted funds through their Charity of the Year Programme



## Business Plan

# Section 5 - Education

### Primary Education

Based around the Premier League Primary Stars programme, this section uses in curriculum and extra curriculum activities to support whole school improvement. The delivery is via bespoke packages funded by a combination of PLCF grants and School Sports premiums in individual schools.

### Premier League Primary Stars

This is a flagship programme funded and developed by the Premier League to support whole school improvement and engage teachers in a CPD programme aimed at improving PE in the curriculum.

The Leeds United Foundation is strategically committed to using the PLCF funding to engage schools who then bring additional funding through sports premiums and fund raising events (Penalty Shoot Out, Collapsed Curriculum Days, non uniform days).

### Key Partners

Premier League Community Fund, Primary Schools

### External Funding

	2019 – 20	2020 – 21	2021 - 22
PLCF	<b>£70,000</b>	<b>£70,000</b>	<b>£70,000</b>
Primary Schools	£68,000	£75,000	£78,000
Wakefield Trinity Link	£44,000	£44,000	£45,000
Uplift	£16,000	£20,000	£22,000

### Key Responsibility

Mathew Everett - Primary Education Lead

## Secondary Education

This is a new and developing initiative aimed at replicating the Primary Stars model with older age groups.

### Key Partners

Secondary Schools

### External Funding

	2019 – 20	2020 – 21	2021 - 22
Secondary Schools	£10,000	£20,000	£30,000
Uplift	£1,000	£3,000	£6,000

### Key Responsibility

Nigel Thewlis - Secondary Education Lead

## Post 16 Education

The Leeds United Foundation has historically delivered a post 16 Education programme comprising BTEC level 1, 2, and 3 in partnership with Boston Spa Sports College. It has been agreed that future programmes will be delivered by the Leeds United College and recruitment to our programmes closed in 2019.

### Key Partners

Boston Spa Sports College, Leeds Beckett University, Princes Trust,

### External Funding

	2019 – 20	2020 – 21	2021 - 22
BOSTON SPA SCHOOL	£90,000	£30,000	
PRINCES TRUST	£4,000	£4,000	£4,000

### Key Responsibility

Nigel Thewlis - Secondary Education Lead

## Foundation Degree & Top Up

This is a progression route from Post 16 Education and supports career development for young people interested in a career in sport. The students support community delivery as part of their course and work towards becoming employees of the Foundation. The programme is scheduled to pass to The Leeds United College in 2021.

### Key Partners

English Football League Trust, University of South Wales

### External Funding

	2019 – 20	2020 – 21	2021 - 22
EFLT	<b>£25,000</b>	£25,000	

### Key Responsibility

Nigel Thewlis - Secondary Education Lead



## Section 6 - Community Engagement

### Overview

The Community Engagement Programme specifically targets sections of society who face challenges in taking part in sport due to one or more socio economic factors. These can include deprivation, social isolation, unemployment, cultural background or family history. Programmes also provide opportunities for young people at risk of offending or people with a history of involvement with the judicial system.

### Premier League KICKS

The Kicks Programme works with children and young people in areas of deprivation by providing diversionary activities aimed at supporting positive lifestyle choices. The activities take place in community settings but are linked to schools, encouraging improvements in attendance and attainment where appropriate, and also works with families to help build stronger communities and resilience.

### Key Partners

Premier League Kicks is funded by the Premier League Charitable Fund (PLCF) with additional support from Leeds City Council, Housing Leeds, West Yorkshire Police and Veolia.

### External Funding

	2019 – 20	2020 – 21	2021 - 22
PLCF	<b>£105,000</b>	<b>£105,000</b>	<b>£105,000</b>
LEEDS CITY COUNCIL	<b>£52,000</b>	£65,000	£70,000
WEST YORKSHIRE POLICE	<b>30,000</b>	60,000	75,000
VEOLIA	<b>£26,000</b>	£26,000	£30,000

### Key Responsibility

Michael Kinsey - Operations Executive

## Targeted Fund

This additional funding, an extension of KICKS by the PLCF, is specifically aimed at preventing Youth Violence and Knife Crime through early intervention and collaboration with the Youth Justice System. The project engages young people through a range of community based activities and aims to support positive lifestyle choices. A key element of the programme is to identify young people with leadership potential and develop them as community role models and peer mentors. Similar to the KICKS programme in structure, this will also include elements of family liaison and outreach work.

### Key Partners

EFLT, West Yorkshire Police, Leeds City Council (Community Safety Team)

### External Funding

	2019 – 20	2020 – 21	2021 - 22
PLCF	<b>£20,000</b>	£20,000	£20,000
LEEDS CITY COUNCIL	<b>TBC</b>	TBC	TBC
WEST YORKSHIRE POLICE	<b>£30,000</b>	£60,000	£60,000

### Key Responsibility

Michael Kinsey - Operations Executive

## Healthy Holidays

### Key Partners

Leeds City Council, Leeds Community Foundation

### External Funding

	2019 – 20	2020 – 21	2021 - 22
Leeds Community Foundation	<b>£10,000</b>	£15,000	£20,000

### Key Responsibility

Michael Kinsey - Operations Executive

## Prison Project

This project supports the Football Fans In Training (FFIT) programme titled “FIT LEEDS” and is aimed at reducing health inequalities through active education programme with advice on diet and nutrition. Key outcomes include weight reduction and improvements in general health and well being. This element targets offenders and those with an offending background.

### Key Partners

The project is funded by The English Football League Trust (EFLT) with additional support from local NHS sources and clinical commissioning groups.

	2019 – 20	2020 – 21	2021 - 22
EFLT	£20,000	£20,000	£20,000
LEEDS CITY COUNCIL			
NHS			

### Key Responsibility

Richard Foye - Senior Project Officer (Inclusion)

## Network Rail

Schools based programme supported by holiday time activities promoting safe places to play and warning of the consequences of trespass on railway premises.

### Key Partners

Network Rail

EFLT (You Versus Train)

### External Funding

	2019 – 20	2020 – 21	2021 - 22
Network Rail	£15,000	£15,000	£15,000
You Versus Train	£2,000	£2,000	£2,000
Sponsorship potential			

### Key Responsibility

Gary Waddington - Development Executive



## Business Plan

# Section 7 - Sports Participation

### OVERVIEW

The prime purpose of these programmes is to increase participation levels in children and young people. Engagement is through a variety of models and progression pathways tailored to the needs and capacity of the individual participant.

### Soccer Schools

Traditional holiday camps delivered at venues across the city region and attracting a broad range of participants

### External Funding

	2019 – 20	2020 – 21	2021 - 22
Traded Services	£38,000	£40,000	£42,000
Sponsorship potential			

### Key Responsibility

Gary Waddington - Development Executive



## United on Tour

The development of “United On Tour” soccer camps in partnership with grass roots clubs provides locality based opportunities for children and young people and supports investment in communities by a “cash back” system. They also act as a recruitment mechanism for grass roots clubs and use positive structured activities during school holidays as a diversion from negative behaviours.

### Key Partners

Local Grass Roots Clubs

### External Funding

	2019 – 20	2020 – 21	2021 - 22
Grass Roots Clubs	£14,500	£20,000	£25,000
Sponsorship potential			

### Key Responsibility

Gary Waddington - Development Executive

## Skills Centres

These are weekly coaching sessions aimed at improving the individual skill levels of children and young people who are already involved in football at some level. Children are encouraged to continue playing for a local grass roots club in addition to attending these sessions.

### External Funding

	2019 – 20	2020 – 21	2021 - 22
Traded Services	£14,000	£18,000	£20,000
Sponsorship potential			

### Key Responsibility

Gary Waddington - Development Executive

## Development Centres

This provides coaching at a higher level for those children and young people who are looking to take their involvement in football further. The weekly sessions allow children and young people to develop their individual and team skills while still playing at grass roots clubs.

### Key Partners

### External Funding

	2019 – 20	2020 – 21	2021 - 22
Traded Services	12,500	20,000	50,000
Sponsorship Potential			

### Key Responsibility

Gary Waddington - Development Executive



## Business Plan

# Section 8 - Female Football Development

### OVERVIEW

This department provides a development pathway for female players from introductory level (FA Wildcats) to Elite Level (Regional Talent Club). Players at the RTC are coached to standards approved by the FA as appropriate for the development of England international players and those wishing to pursue a career as a professional player.

### Regional Talent Club

#### Key Partners

The Football Association, Individual Sponsors

#### External Funding

	2019 – 20	2020 – 21	2021 - 22
The Football Association	£60,000	£60,000	60,000
Player Partners (Sponsors)	£9,000	£10,000	£12,000
Subscriptions	£14,000	£14,000	£17,000
Sponsorship potential		45,000	45,000

#### Key Responsibility

Gary Waddington - Development Executive

### Shadow Squads

#### Key Partners

#### External Funding

	2019 – 20	2020 – 21	2021 - 22
Player Subs	£40,000	£45,000	£50,000

#### Key Responsibility

Gary Waddington - Development Executive

## Foundation Girls FC

This is a registered Charter standard community club managed by The Leeds United Foundation as an integral part of the Female Football Development Programme. Girls are guided towards this programme from a number of sources to play in local grass roots leagues. Programme is delivered by volunteers and junior staff developing their career.

### Key Partners

#### External Funding

	2019 – 20	2020 – 21	2021 - 22
Player Subs	1,500	1,700	£2,000
Potential Sponsors		£1,000	£1,000

### Key Responsibility

Gary Waddington - Development Executive

## FA Wildcats

The FA Wildcats programme provides an entry point to the sport for girls who have previously not played. It is a combination of fun activities and sport specific coaching aimed at increasing participation and engagement, with exit routes supporting a progression pathway for those wishing to extend their involvement.

The Leeds United Foundation is the biggest provider of FA Wildcats centres nationally and has grown from two centres in 2017 to over 60 centre this year.

### Key Partners

West Riding County FA

#### External Funding

	2019 – 20	2020 – 21	2021 - 22
WRCFA	£60,000	£63,000	£65,000

### Key Responsibility

Gary Waddington - Development Executive



## Business Plan

# Section 9 - Health & Wellbeing

### OVERVIEW

This programme manages access to sport for those with disabilities or learning difficulties. Delivery includes pan disability football sessions, support for children with Downs Syndrome, coaching for participants with visual impairment, and sessions in schools for children with special needs.

### Every Payer Counts

#### Key Partners

Wembley National Stadium Trust

EFLT

#### External Funding

	2019 – 20	2020 – 21	2021 - 22
WNST	10,000	10,000	10,000
EFLT			
Additional Funding			
Children in Need	10,000	10,000	10,000

#### Key Responsibility

Anthony Hall - Disability Officer

### NOTE

Health and Wellbeing is an aspect of our charity which is identified as a focus area requiring further development. The Strategic Plan for 1919 – 20 proposes significant growth in this area to include programmes around adult health and fitness, weight reduction programmes, smoking cessation, drug and alcohol abuse, and mental health awareness training.

FIT FANS LEEDS is the first of these developments and is scheduled to start in January 2020, but we intend to develop more programmes in this area in the near future.

## Fit Fans Leeds

This is a developing programme recently introduced to provide lifestyle support for adults from deprived areas and aimed at reducing obesity and improving health

### Key Partners

EFLT

### External Funding

	2019 – 20	2020 – 21	2021 - 22
EFLT	20,000	20,000	20,000

### Key Responsibility

Anthony Hall - Disability Officer

## Corner Flag Café

Corner Flag Café aims to reduce social isolation among older people living with dementia. The monthly café supports those with a diagnosis and their carers by providing a social meeting place to share concerns with peers and other service providers. Additional meetings to encourage engagement in community settings are also arranged. Funding shortfall is met by unrestricted funds.

### Key Partners

Leeds City Council Peer Support Group, Mount St Mary's School, Hamersons

### External Funding

	2019 – 20	2020 – 21	2021 - 22
Hamersons	£1,000	£1000	£1000
Mount St Mary's School	£500	£500	£500

### Key Responsibility

Anthony Hall - Disability Officer



## Business Plan

# Section 10 - NCS

### OVERVIEW

NCS is a national programme for 16 to 18 year olds. We deliver a contracted number of places as a Local delivery Partner in collaboration with the EFLT. Young people attend residential programmes and undertake community action projects to develop citizenship, leadership skills and a sense of belonging in their own community.

#### Key Partners

EFLT

#### External Funding

	2019 – 20	2020 – 21	2021 - 22
EFLT	£560,000	£575,000	£600,000

#### Key Responsibility

Louise Burns - NCS Manager

### Graduate Programme

#### Key Partners

#### External Funding

	2019 – 20	2020 – 21	2021 - 22
	TBC	TBC	TBC

#### Key Responsibility

Louise Burns - NCS Manager



## **Business Plan**

# **Section 11 - Parklife**

### **OVERVIEW**

The development of a number of Parklife sites across the city will impact on the operational and delivery strategy of The Leeds United Foundation but the actual income and outcome is as yet unpredictable. The current plan is for at least one, and potentially two of the sites to be operational by September 2021 and as such there must be a consideration in this plan for the management of the facilities and activities taking place there.

The plan will be updated as further details become clear but the eventual target is to create revenue of between £2m and £4m per year. The cost of raising revenue and the distribution of surplus funds is yet to be determined.

### **Key Partners**

**The Football Foundation**  
**Leeds City Council**  
**West Riding County FA**  
**Prime Contractor (TBC)**

### **Potential Sites**

**Parklife - Fullerton Park**

**Parklife - Woodhall**

**Parklife - Boddington (Leeds University)**

**Parklife - Thorp Park (TBC)**

### **Key Responsibility**

**TBC**





## Business Plan

# Section 12 - Events & Fundraising

### Overview

Raising unrestricted funds is a key objective of the Fundraising Sub-committee which reports directly to the Board of Trustees. A strategy is currently under development with targets under discussion. One main event is planned for the current year but there is an expectation that additional events will contribute to unrestricted funds in subsequent years.

### External Funding

	2019 – 20	2020 – 21	2021 - 22
Three Peaks Challenge	£15,000	£20,000	£20,000
Annual Ball		£18,000	£20,000
Event 3		£15,000	£15,000

### Key Responsibility

Fundraising Sub-committee

### GOAL GIVING

A partnership with a web based organisation applying an innovative approach to increasing individual donations to the Foundation began at the start of this season and is producing increasingly successful results. This will grow as the product becomes more effective and requires little maintenance from us.

	2019 – 20	2020 – 21	2021 - 22
Goal Giving	£5,000	£15,000	£20,000

### Key Responsibility

Currently managed by CEO



## Business Plan

# Section 13 - Workforce Development

The Leeds United Foundation is committed to developing a world class environment in which all staff can articulate and achieve their aspirations. We support individual development by identifying opportunities and supporting pathways to progress within the context of our organisational structure. Staff are aware of the progression pathways and of the process of applying for support and can work with their line manager to gain training and qualifications appropriate to their role and career development objectives.

### Appraisals

A formal Appraisal process is in place which gives employees the opportunity to explore elements of their performance with their line manager annually. Half yearly meetings and one to one meetings support the identification of performance targets and development needs, allowing employees to request training and/ or qualifications relevant to their role

### Identified Training Needs

The Leeds United Foundation holds regular in service training and continuous professional development workshops on a number of different topics, helping employees to identify individual training needs. The workshops may be by interactive workshops, information sessions or group forums exploring different elements of our strategy or operational development. Outcomes may or may not be accredited and are delivered either internally or through external partners. Topics include Mental Health First Aid, Safeguarding, Measuring and Improving Quality, and Bid Writing.

When a training need is identified the Leeds United Foundation supports staff through the allocation of time and funding, allowing staff to develop their individual career path.

### Recognising Achievement & Progression

There are clearly identified pathways for internal promotion and progression and a structured approach to salary increases in recognition of performance and achievement. There are a number of examples of staff promotion from assistant coach to senior project officer, supporting staff development where appropriate.



## Business Plan

# Section 14 - Financial Management

### Financial Controls

The charity's finances are managed via a relationship with Leeds United's accounting team and the Board of Trustees with day to day decisions developed to the CEO within limits. Major decisions on financial commitments are referred to Trustees for approval.

Day to day management of financial commitments include the completion of purchase orders prior to committing any spend. The purchase orders are signed off by the CEO with reference to clearly identified annual budgets. Any expenditure by cheque requires two signatories, usually the CEO and a named Trustee. Records of income and expenditure are maintained by a finance assistant overseen by an accountant with quarterly reporting to the Board of trustees via a Finance Sub-committee.

A procedure for cash handling is communicated to all staff. Where possible cash transactions are to be avoided but where this is unavoidable clear records are kept with any cash checked by another member of staff against receipts or registers. Cash is deposited in a safe as soon as possible before transferring to the bank

The Head of the Finance Sub-committee regularly reviews banking procedures and advises on appropriate investment policies. No borrowing or long term investments are currently envisaged and a reserve is kept in an identified account in keeping with the Reserves Policy.

### Cash Flow

Cash Flow is managed jointly by the Head of Finance and the CEO who cooperate to identify and manage income and expenditure on a daily basis. Predictions of significant expenditure are managed against income with regard to specific programmes and revenue streams and reported by programme in a number of nominal codes to support accurate financial reporting.

There have been no issues regarding cash flow in the last three years. However an SLA with the parent club provides a measure of security should there be a significant issue.



## Business Plan

# Section 15 - Safeguarding

The Leeds United Foundation is the Charitable arm of LUFC which delivers programmes that nurture the relationship between the club, fans and the community, with the objective of helping children, young people, adults and the elderly, every day: Making lives better, here for our communities.

As such, the safeguarding of children, Young people and adults at risk is paramount and forms the foundations of delivering our programmes. This policy and procedure has been developed as a reference and tool to be used by all staff, volunteers, sessional workers, participants, trustees and board members.

It is developed to complement the main LUFC Safeguarding Policy and Procedure which has the purpose of outlining the duty and responsibility of all Leeds United employees and should therefore not be read in isolation.

Safeguarding Staff Chart:





## Business Plan

# Section 16 - Equality & Diversity

### OVERVIEW

The Foundation currently has a policy statement relating to equality inclusion and diversity approved by the Board of Trustees, and we are working with our parent club to develop this further.

Integral to our policy are procedures around safer recruitment, equal opportunities and processes for reporting concerns. An important development objective for us is to ensure the policies and procedures are matched to the objectives of the football club. As part of the development process we are engaging with a community leader with specialist knowledge of policy and procedure development. Our aim is to complete this process within the next twelve months.

While day to day responsibility for Equality, Diversity and Inclusion currently sits with the CEO, we are in the process of indentifying a lead person at Board level to oversee the policies and procedures, forming part of the Governance Sub-Committee. We also plan to deliver inclusion and diversity training to all staff in spring 2020.

We currently monitor diversity at the point of staff applications and appointment. Information on gender and sexual orientation, ethnicity, religion and disability are requested on application forms with the option for applicants to decline the opportunity to identify these characteristics. Throughout the process of application and employment we emphasise that we are a fully inclusive organisation open to all.

This is a work in progress.



## Business Plan

# Section 17 - Quality Improvement Plan

### OVERVIEW

The Leeds United Foundation is constantly looking to improve the quality of service and delivery of our programmes. In support of this we employ a number of review processes to evaluate both progress against targets and the quality of service users experience. Processes include peer observations of performance with feedback, Monthly Management Meetings reviewing performance against KPIs, user group forums to determine the value of interactions and discussions with key stakeholders to gauge the perceptions of our programmes.

Internally, an annual programme of Continuous Professional Development is delivered to senior staff (for cascading), focussed on the development and measurement of high quality programmes and the collection of data as evidence. This acts as a guide for new staff and a reminder for existing staff, supporting continuous improvement as an ethos.

The CEO attends club senior management meetings to ensure developments reflect the aspirations of the club with regard to community engagement.

The outcomes of our evaluations are used to inform improvements and as part of the feed back in reports annually and in the interim. We are currently awaiting the feedback from a Community Impact Survey carried out by KPMG on behalf of the EFLT.