







**BURTON ALBION COMMUNITY TRUST**  
**INSPIRE · ENGAGE · EDUCATE**

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# FOREWORD

## MATT HANCOCK HEAD OF COMMUNITY



This 12 month strategic plan has been brought about following extensive consultation both internally and externally and of course taking into the consideration all of the learning we have done throughout the Pandemic period. We are extremely proud of the outcomes we have achieved across our Inspiring our Communities Strategy 2017-20 and we are excited about what can continue to be achieved as we move into a new phase of delivering projects to impact on a healthier, happier and stronger community.

I am a big believer in positivity and the huge challenges we have faced since March 2020 when the whole world was effectively brought to a standstill has reinforced the genuine difference we can make to our communities. Our staff and volunteers have been outstanding in their response to delivering repurposed, community led projects and you will see this change of focus within this document.

Never have we felt so connected to the Burton Albion family and the relationship with Burton Albion FC will ensure we continue to be at the heart of our communities for this new period. Our partnerships and friends are what make Burton Albion Community Trust the organisation we are and local, regional and national partners have been at the heart of our decision making process throughout the development of this plan.

We continue to be a unique organisation, with fantastic facilities, brilliant people and life changing projects. I can't wait to see what the future holds.

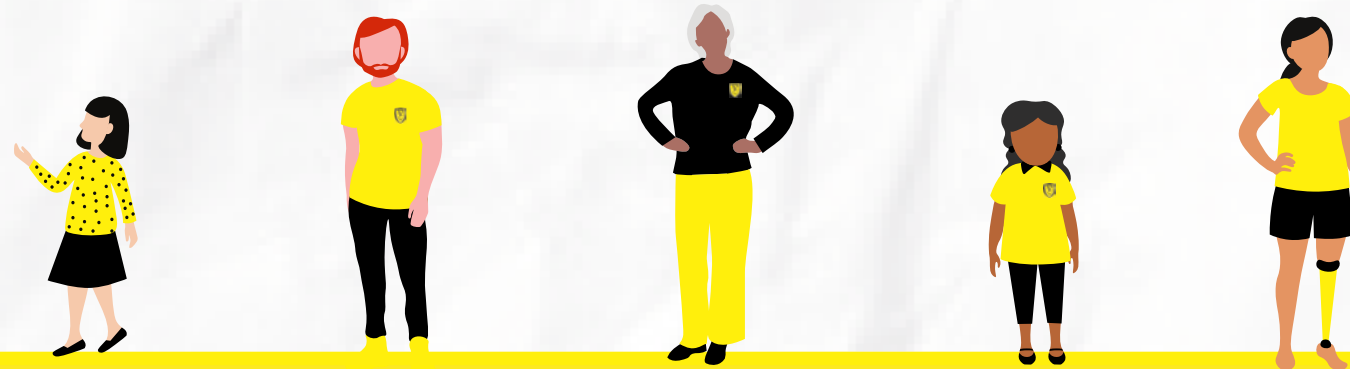
## JOHN JACKSON BACT CHAIRMAN



I have pleasure in commending to you our strategic plan for the delivery of our Healthier, Happier and Stronger Communities programmes for 2020-21.

In these continuing uncertain times it is vital that we all pay increasing attention to the wellbeing of each other and our programme is designed to generate resilience in the many challenges of current circumstances. I place on record the thanks of the Trustees to Burton Albion FC, all of our funders and of course to our excellent staff for their continuing support and encouragement without which we would be unable to deliver much needed high quality programmes for the benefit of the community we are proud to serve.





# HEALTHIER, HAPPIER AND STRONGER COMMUNITIES

2020-21

## 12 MONTH DELIVERY PLAN

**We've all been through an unprecedented period over the last few months since the start of the Coronavirus Pandemic and this has ensured that we have carried out a full review of our strategic direction and plan.**

Our inaugural 2017-2020 'Inspiring Our Communities' strategy included extensive consultation both internally and externally whilst taking into consideration local, regional and national policies across all of our scopes of work. We are now at the end of the successful delivery of the three year 'Inspiring our Communities' Strategy 2017-2020 and we are excited about our new direction.

Prior to Covid-19 we had already carried out a lot of consultations, reviews and discussions with staff, Trustees and key stakeholders about what the long-term strategy of BACT would look like. Unfortunately, due to the situation we found ourselves in March 2020 we had to review this and have used this time to re-evaluate the strategic direction for the short term.

We want to be seen as an organisation that can positively respond to any community need and be slightly more reactive in our approach in the next 12 months.

We were due to launch a new 3-year strategy in September 2020, however, it just doesn't seem right to launch a 3 year strategy with so little certainty at this current time.

We have planned and developed our 'Healthier, Happier and Stronger Communities' 12-month delivery plan for 2020-21, which is set to be launched in September 2020.

**Our response to our community in this unprecedented period**

**Focused on getting our communities back on their feet following Covid-19**

**About placing ourselves at the heart of the rebuild for our communities**

**Using this as an opportunity to react positively and show our communities that we are there for them**

**EFL Trust and Premier League Charitable Fund programmes will be at the heart of this and we believe that these programmes will experience a greater demand**

**Running through all the above is an insistence that we focus on insight and impact to demonstrate we are the delivering real change to our community**

Over the course of this 12 months we will then spend some further time looking at developing our longer term strategy.

We hope to really make a difference to communities across East Staffordshire and the surrounding areas over the next 12 months. It is absolutely imperative we continue to develop, work with and be a trusted partner of all of our 'Friends of the Community' to achieve this.



2020-2021





# CONSULTING WITH FRIENDS OF THE COMMUNITY

S H A P I N G   O U R   D E L I V E R Y

**To help shape our delivery we have tried to capture as many different views, opinions and ideas as to what our delivery should look like.**

This started back in November 2019 when we began to look at what our long term strategy for 2020-24 would be. As we are all aware Coronavirus and the subsequent period we have been through since March 2020 has ensured we revisited this feedback and further consulted with our community about where they see our key areas of work.

As always, we have also placed our staff and volunteers at the heart of the process. Everyone from Trustees to volunteers have had an opportunity to feed into this plan. We conducted a questionnaire which enabled all staff to give their ideas and thoughts on where we currently are and where we want to be. Following this we held Departmental Situational Analyses across each Scope of Work and finally a Focus Group was created and led by Trustees.

## VALUES & PEOPLE GROUP

We have an internal Values & People Group who are the voice of the staff and this group has never been so active in developing what we want to deliver in the next 12 months. This group brought together all feedback and reviewed the values that underpin our organisation.

## CONSULTATION

Back in November 2019, **47 different organisations** completed an online questionnaire, which gave us vital feedback on what we are doing well as well as what we need to continue to work on in order to further impact on our communities.

Since March 2020 we have then further engaged with over 20 different organisations in ensuring that the direction of travel for us an organisation is still relevant and we are developing projects to really make a difference.

To support this, the senior management team have met with key strategic partners, groups and organisations. These stakeholders have given expert advice and support on where they see us fitting within the local and regional networks. They have also identified areas where we can improve our performance.

We have familiarised ourselves and consulted with national partner strategies including:



to ensure we are aligned to key policy.

As a consequence of this extensive consultation we now have clarity and confidence in 'Healthier, Happier & Stronger Communities' and we are looking forward to delivering it.



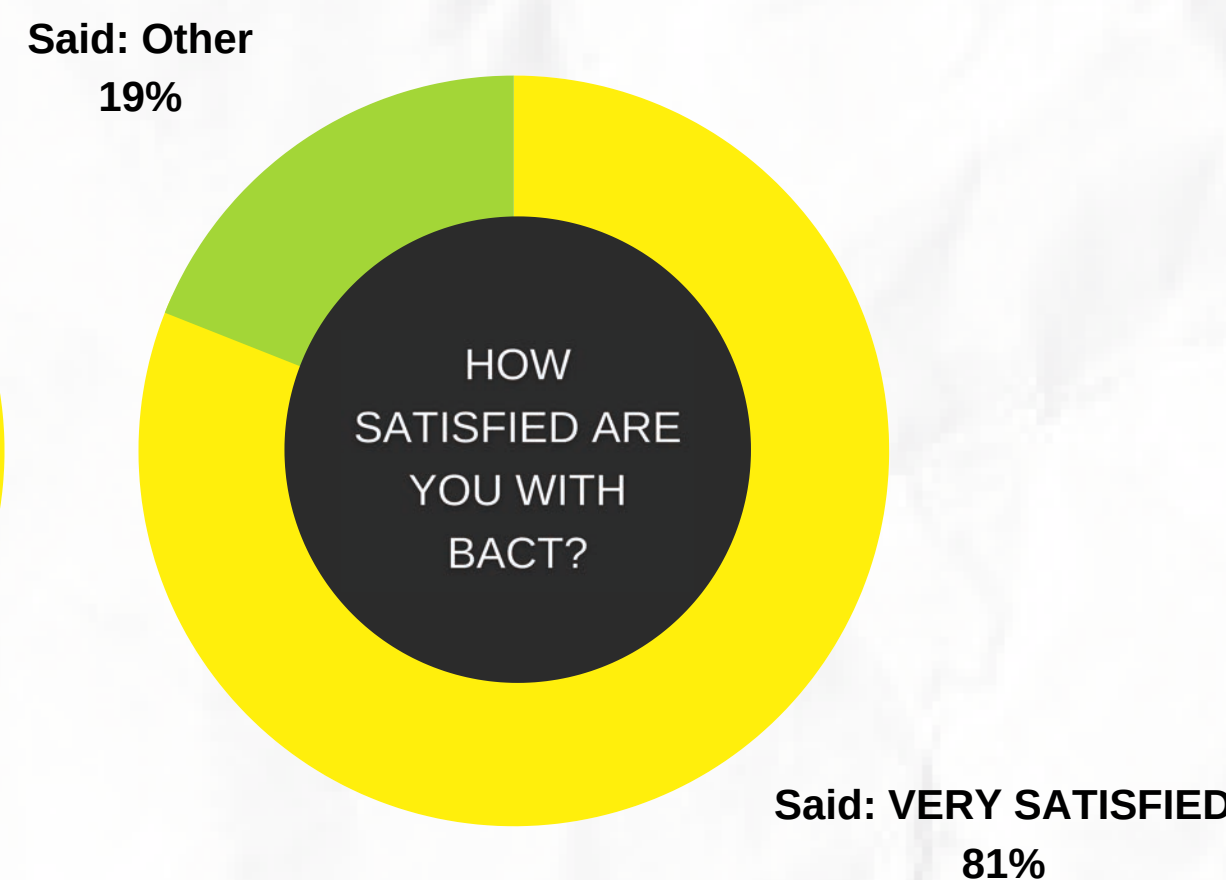
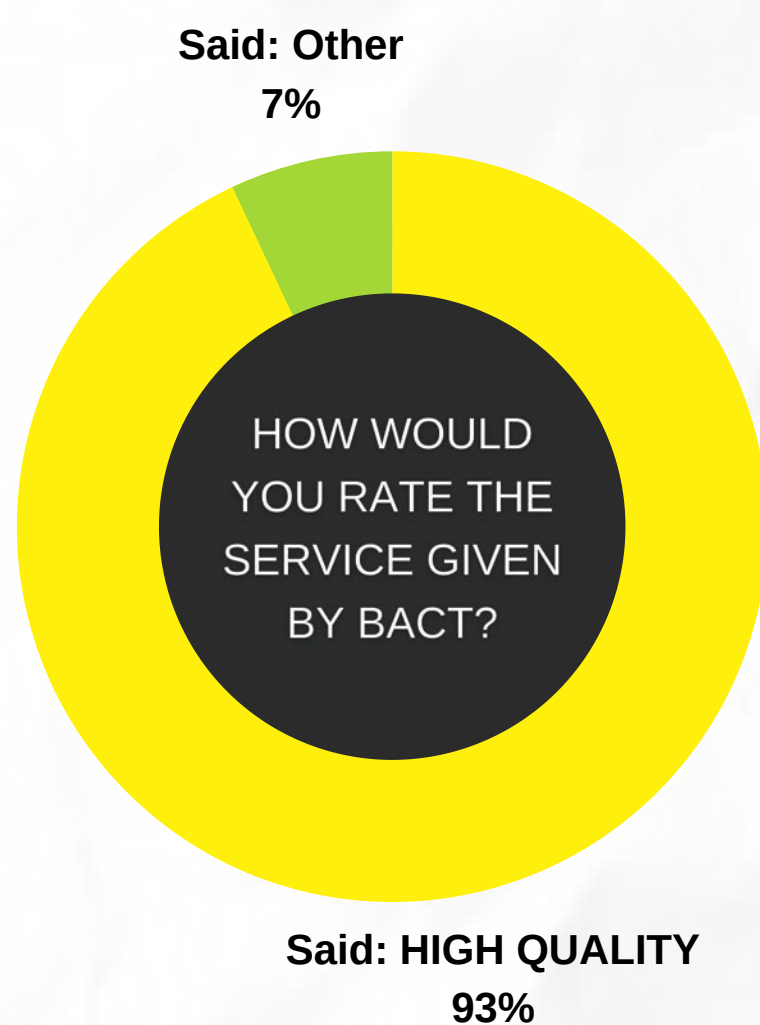




# CONSULTING WITH FRIENDS OF THE COMMUNITY

## S U M M A R Y O F F E E D B A C K

### VIEWS OF OUR PARTNERS



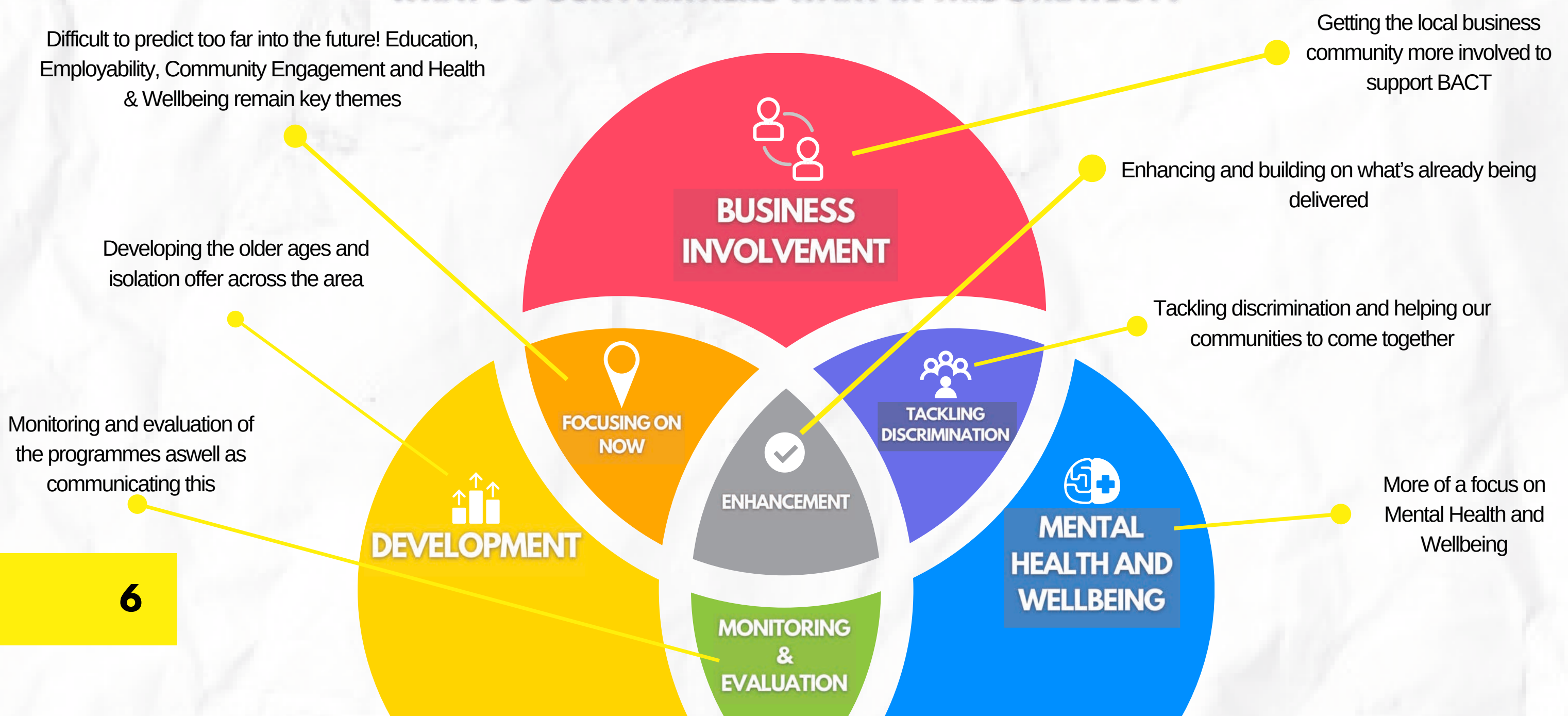
### WHICH WORDS WOULD YOU BEST USE TO DESCRIBE BACT?



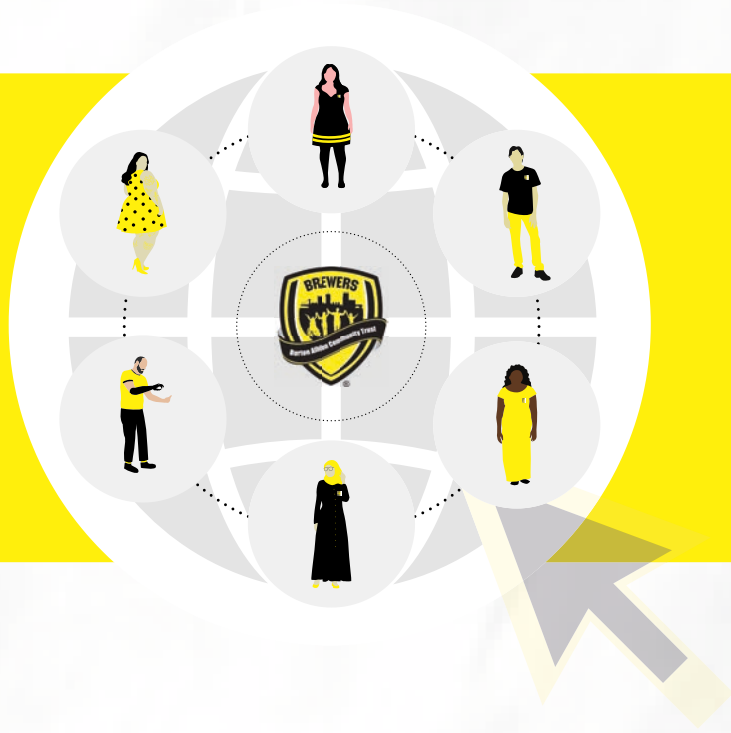
### DO OUR PROGRAMMES MEET THE NEEDS OF THE COMMUNITY?



### WHAT DO OUR PARTNERS WANT IN THIS STRATEGY?





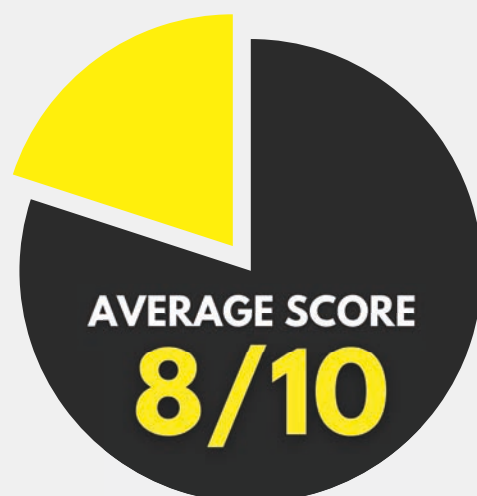


# CONSULTING WITH FRIENDS OF THE COMMUNITY

## S U M M A R Y O F F E E D B A C K



### VIEWS OF OUR WORKFORCE (TAKEN DURING COVID-19)



THE CULTURE  
CREATED WITHIN THE BACT  
WORKPLACE IS A HAPPY ONE

**0%**

SAID THEY **DIDN'T** FEEL HAPPY  
WORKING AT BACT

**93%**

**AGREED** THAT SENIOR  
MANAGEMENT & EMPLOYEES  
TRUST EACH OTHER

**97%**  
SAID YES

DOES BACT OPERATE IN A SOCIALLY RESPONSIBLE MANNER?

ARE YOU PROUD OF THE WORK THAT BACT DOES AND  
AGREE THAT IT HAS A POSITIVE IMPACT ON PEOPLE'S LIVES?

**100%**  
SAID YES

**93%**  
SAID YES

DO SENIOR MANAGEMENT AND EMPLOYEES TRUST EACH OTHER?

IS COMMUNICATION BETWEEN DEPARTMENTS AND WORK AREAS IS GOOD?

**71%**  
SAID YES

**70%**  
SAID YES

DOES BACT INVEST IN TRAINING AND EDUCATION FOR IT'S STAFF?

### WHAT DOES OUR WORKFORCE WANT IN THIS STRATEGY?

MORE  
TRAINING &  
DEVELOPMENT  
OPPORTUNITIES

ALL EMPLOYEES TO  
BE ACTIVELY  
INVOLVED IN  
PROJECT  
PLANNING &  
UNDERSTANDING  
THE BUSINESS

CLARITY &  
CONSISTENCY  
FROM BOARD &  
MANAGEMENT  
ON OUR  
FUTURE

CLEAR  
PERFORMANCE  
TARGETS &  
PROGRESSION  
OPPORTUNITIES

HIGH  
STANDARDS &  
ACCOUNTABILITY  
ACROSS ALL  
AREAS



“ Making a difference in our communities through the power of sport and brand of Burton Albion Football Club ”

# OUR VALUES & MISSION

I N S P I R E | E N G A G E | E D U C A T E

## BE INSPIRING

THROUGH A PASSION FOR BURTON ALBION & OUR LOCAL COMMUNITY

## BE ENGAGING

THROUGH UNDERSTANDING OUR COMMUNITIES AND DELIVERING TARGETED PROJECTS & PROGRAMMES THROUGH A PASSION FOR BURTON ALBION & OUR LOCAL COMMUNITY

## BE EDUCATING

HELPING REALISE FULL POTENTIAL IN INDIVIDUALS & OUR COMMUNITIES



## HEALTH & WELLBEING



## COMMUNITY ENGAGEMENT

- EVENTS & FUNDRAISING  
- KICKS  
- DISABILITY

HEALTHIER, HAPPIER & STRONGER



COMMUNITIES



## SPORT & PARTICIPATION

- SCHOOL SPORT  
- FOOTBALL DEVELOPMENT



## EDUCATION & EMPLOYABILITY



TO DELIVER HIGH QUALITY

STRATEGIC

OBJECTIVES



TO CREATE EXPERIENCES



TO MAKE A DIFFERENCE

## STRATEGIC OUTCOMES

Develop healthier & happier communities

Empower our communities to help fulfil potential & opportunity

Create safer & more cohesive communities



CHARITY NUMBER: 1142920





# STRATEGIC OBJECTIVES

BURTON ALBION COMMUNITY TRUST

## TO DELIVER HIGH QUALITY

We are proud to represent the brand of Burton Albion and want to ensure that every staff member and volunteer delivers the best possible experience every time we are in the community. We are nothing without the forward facing delivery of our people and that is why we have a huge focus in the next 12 months on developing our people, projects and programme to be the best they can be.

### Some key goals will be to:

1. Deliver and monitor a Performance Development system across all staff and volunteers  
We are committed to our workforce and have invested in a dynamic and interactive performance management system which enables us to support each member of staff/volunteer to reach their full potential.
2. Deliver and monitor our Quality Assurance Framework across all programmes  
Every BACT programme will be subject to regular quality assurance visits to ensure each programme meets the aims and the objectives it is set out to achieve and all governance processes are adhered to as set out in the quality assurance framework.
3. Develop and deliver partnership projects to maximise programme outcomes  
We will continue to work with partners across our network to deliver programmes in partnership to meet the diverse needs of our community. We will encourage and support smaller organisations to deliver alongside us.

## TO CREATE EXPERIENCES

We are here to create life changing and life inspiring experiences. It is our ultimate goal to 'Inspire, Engage and Educate' every participant. We will offer an inspirational opportunity that is unique within the area and appeals to all members of the community whether they are children, young people, adults or older people. Engaging communities through innovative programmes whilst educating participants using both informal and formal settings allows us to create a sense of belonging, development and further opportunities for all. This journey is delivered by our dedicated and high quality workforce and supported by partner organisations to ensure at every juncture a participant has opportunities to progress no matter what their starting point.

### Some key goals will be to:

1. Provide long lasting positive experiences for every individual whatever their age or background through programmes or partnerships we will ensure we focus time on every individual we come into contact with. Our staff and volunteers will invest in each individual to create bespoke opportunities that can help change lives positively.
2. Be innovative, open to community ideas and reactive to our communities needs to place support where it is needed most we will invest in an insight and impact manager that will ensure BACT are at the forefront of community needs, understanding our communities and planning projects that will make a difference. Our Scope of Work managers, together with the workforce, will understand and really get to know the communities we serve.
3. Create an inspirational environment utilising our unique Burton Albion brand. The Burton Albion trusted brand and reputation within the community is integral in BACT being able to inspire our communities. We will wear the badge with pride, be positive about our identity and at all times respect the fantastic resources we have at our disposal.





# STRATEGIC OBJECTIVES

BURTON ALBION COMMUNITY TRUST

## TO MAKE A DIFFERENCE

Insight and Impact are key drivers for BACT over the next 12 months. Delivering projects and programmes that genuinely change lives, have positive impact on communities and are absolutely critical to aid our communities in building back better from the Coronavirus Pandemic will be our focus. We want to make a difference on every session, on every project and every day we pull on the Burton Albion uniform.

### Some key goals will be to:

1. Invest in Insight & Impact to develop and monitor our projects. We need to know we are making a difference. Having a dedicated staff member will allow BACT to evidence the difference we are making. We will invest in training for our management team and operational staff to ensure BACT have this at the forefront of their delivery.
2. Develop individual and project case studies for all programmes. We need to show we are making a difference. It is our commitment to develop relationships with the individuals and organisations we work with. Staff and volunteers will be tasked with nurturing these relationships to create an environment where BACT have openness, honesty and trust.
3. Continue to develop and create an annual and overall Strategy Impact Report. We need to evidence we are making a difference.

It is our intention to continue to develop our impact reporting with the addition of a social and economic impact report in 2021. This will help drive and formulate our long term planning as we continue to build back better following Covid-19.

## BE THE BEST WE CAN BE AS A CHARITY WE WANT TO BE THE 'BEST IN CLASS'

1. Ensure compliance with relevant legislation and regulation
2. Ensure financial sustainability and long term viability of BACT
3. Ensure an appropriate governance and leadership structure is in place
4. Use the EFLT Capability Code of Practice (CCOP) to ensure that we can demonstrate the highest standards of governance and management
5. Create communications that focus on supporting programme delivery, amplify the work with key stakeholders and build awareness of the work of the BACT with new audiences
6. Ensure safeguarding is of the highest priority for all staff, volunteers, participants and programmes
7. Ensure equality, diversity and inclusion is prioritised within all BACT processes, programmes and the workforce



# OUR WORKFORCE



Over the past 10 years our most valuable asset and resource has been the passionate, determined staff and volunteers who have made such a huge difference through the work of Burton Albion Community Trust.

We are confident that over the next 10, 15, 20 years our workforce, will continue to make a lasting impact on the communities and people involved in the work we do. We are committed to all of our people and over the course of the next 12 months we will use a number of milestones to help us achieve our mission and deliver our values.

BACT's Trustees will be involved in a one to one review and board audit which will help us to analyse and ensure our board is as efficient as it can be.

The implementation of our new performance development process will provide all staff and volunteers with an annual performance management meeting, minimum bi-monthly performance development meeting and an individual one to one catch up. This process will help us celebrate the success of our people and empower individuals to achieve the very best they can achieve, we have aligned our process, measures and support to our strategic mission and values.

Our workforce development plan will provide training and development opportunities across all scopes of work and core business services. These opportunities will be specific to individual needs of our people, the development of projects and opportunities which present themselves.

Having a staff voice and keeping our people at our heartbeat will ensure that our DNA and values run through our people, projects and all those who have an experience with Burton Albion Community Trust. Through the Values and People Group we will gain regular feedback and use this group to represent our people, share messages and consult on the developments on Burton Albion Community Trust.

We will continue to focus on wellbeing providing staff and volunteers with the opportunities to build resilience, develop the skills and tools needed to maintain a healthy lifestyle. Human resource support and relevant guidance will play an important part in our wellbeing strategy.

Burton Albion Football Club will continue to offer staff incentives such as a pension scheme for all employees; Bike to Work programme; child care voucher; discount at partner food outlets and free use of a gymnasium.

BACT people will be Inspiring, Engaging and Educating, we are proud of all of our people and grateful to all those who will work with us over the next 12 months to make a difference in our communities through the power of sport and brand of Burton Albion Football Club.

**JOHN WIDDOWSON**  
COMMUNITY & PARTNERSHIPS  
MANAGER







# SCOPE OF WORK & OUTCOMES

## STRATEGIC OUTCOMES

**Develop healthier & happier communities**

**Empower our communities to help fulfil potential & opportunity**

**Create safer & more cohesive communities**

**THESE OUTCOMES WILL BE ACHIEVED BY A SERIES OF HIGH QUALITY, INSPIRING PROGRAMMES ACROSS OUR 4 SCOPES OF WORK.**



### HEALTH & WELLBEING

*To build healthier, happier communities using a unique approach to improving the health and quality of life of people and communities across Burton and the surrounding areas.*

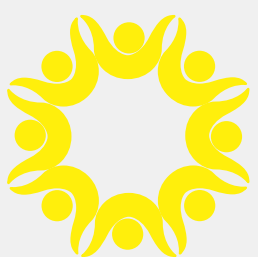
- Active Recovery (Cancer Recovery Programme)
- Extra Time Hub (Over 55s programme)
- BACT Together (In response to Covid-19)
- BACT Connected (In response to Covid-19)
- Fit Brewers (Fit Fans)



### EDUCATION & EMPLOYABILITY

*To support, deliver and enhance learning, education and employability opportunities available in our communities through an innovative and structured approach to education for all ages.*

- Primary and Secondary Alternative Education
- Higher Horizons Mentoring
- Transition projects
- Building Better Opportunities
- National Citizen Service (NCS)



### COMMUNITY ENGAGEMENT

*To develop, deliver and monitor inclusive, innovative, quality and targeted engagement projects and events whilst working in partnership with key organisations.*

- |  |                                  |
|--|----------------------------------|
| • Premier League Kicks Multisport activity                         | • Junior Disability Youth Club   |
| • Premier League Kicks Girls only provision                        | • Every Player Counts            |
| • East Staffordshire Diversionary Activity                         | • Able Too Albion                |
| • Street Cricket project in partnership with Staffordshire Cricket | • Powerchair Football            |
|  | • Fundraising Events             |
|  | • Open Days and Community Events |
|  | • International Projects         |



### SPORT & PARTICIPATION

*To deliver a range of football programmes, offering a pathway and opportunity for all utilising Burton Albion Community Football Centres and our local area. To also develop and deliver whole school and whole child programmes which engage pupils, teachers, parents / carers. These school sport programmes will enrich and enhance the curriculum and have a positive impact on literacy, numeracy and PSHE related projects.*

- |   |   |
|---|---|
| • Premier League Primary Stars  | • Advanced Development Football project |
| • Joy of Sport Move and Learn   | • Burton Albion Ladies Juniors          |
| • Primary School Projects   | • Walking Football                      |
| • Multi-sport Holiday Activity  | • Mums Play                             |
| • Cluster Holiday projects  | • Male and female vets football         |
| • Football and Education project in partnership with Staffordshire FA | • Coach Education                       |
|   | • Birthday Parties                      |
|   | • Recreational Leagues                  |

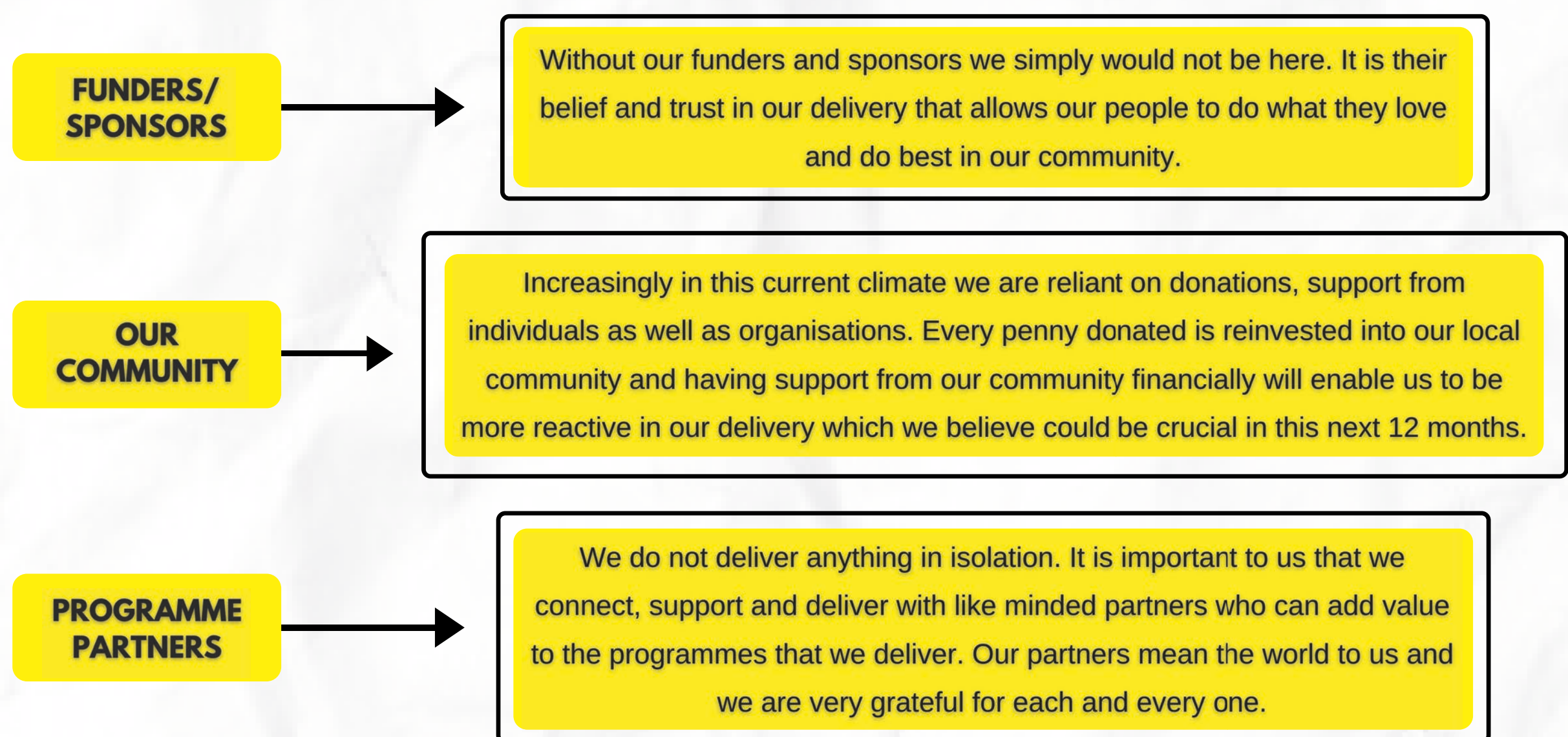




# FRIENDS OF THE COMMUNITY

WE CANNOT DO ANYTHING WITHOUT THE SUPPORT OF OUR COMMUNITY. WE ARE RELIANT ON RECEIVING SUPPORT IN A VARIETY OF DIFFERENT WAYS AND THIS SUPPORT ALLOWS US TO MAKE THE DIFFERENCE.

The 3 key partnerships we will continue to develop and nurture over the next 12 months will be:



## OUR POINT OF DIFFERENCE



### FACILITIES

WE PLAN TO UTILISE OUR UNIQUE BURTON ALBION FACILITIES TO INSPIRE OUR COMMUNITIES



BURTON ALBION COMMUNITY FOOTBALL CENTRE | BURTON ALBION COMMUNITY HUB  
PIRELLI STADIUM | ANGLESEY COMMUNITY FOOTBALL CENTRE



# OUR POINT OF DIFFERENCE

THE BRAND OF BURTON ALBION AND THE RELATIONSHIP WITH THE FOOTBALL CLUB WILL ENSURE THAT WE STAY AT THE HEART OF OUR COMMUNITIES

**BEN ROBINSON MBE**  
BURTON ALBION FC CHAIRMAN



I have always wanted the community to be at the very heart of what Burton Albion Football Club is all about and for the club to be just as successful in making an impact off the pitch as well as on it.

This year has been incredibly challenging for everyone but I'm proud of our response to the pandemic and how the club and community trust has stepped up to play crucial roles throughout what has been an unprecedented health crisis.

From using the Pirelli Stadium as a Covid-19 testing centre, to delivering help directly to the door of the most vulnerable people, Burton Albion played an important part in helping our community negotiate the worst times.

What this year has shown more than ever is that the football club has a key role to play in bringing people together, inspiring them and helping them to develop and achieve - whatever is thrown at us.

Burton Albion Community Trust is, and always will be, at the forefront of delivering our commitment to make a massive difference to as many local people as possible.

This new strategy builds on all that has been achieved over the last decade and sets out plans and ambitions to take the trust to the next stage in its development.

The trust has inspirational and committed leaders, a dedicated and enthusiastic workforce and will always have the full support of the football club. BACT has never been more needed and is ready as ever to deliver on all its promises.



I can't wait to see what we can achieve together over the coming years.





# TESTIMONIALS

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"CCLT schools have worked in partnership with BACT for many years, developing strong and positive working relationships with the organisation. BACT's professional coaches have worked closely with school staff to develop tailored programmes to meet the needs of individual schools. These have inspired and engaged our pupils and many have had opportunities to be involved in competitive sporting events. The schools have valued BACT's good communications at all levels and their strong emphasis on a partnership approach to developing sporting success for our children. BACT staff have also supported the wider development of our schools and they are a valued partner to our Trust community."

**BERNADETTE HUNTER**  
CHIEF EXECUTIVE OFFICER

”

"It's been a privilege this year working with BACT to ensure our communities remain safe happy and positive places to be. Not only through COVID but also day to day commitment & great work with young people through sport."

"Their healthier, happier, stronger communities strategy aligns with Trent and Dove values and continuing to work in partnership is key to achieving both BACT and Trent and Dove aims in 2021. We know they will continue to make a big difference now and in the future to our region and communities."

**URSULA BENNION**  
CEO  
TRENT AND DOVE

”

"EFL Trust are delighted to endorse this new strategy from Burton Albion Community Trust. The way in which BACT have responded to the Covid crisis to support their community is a credit to the charity and the football club and we are proud to have been able to support this in a small way. BACT continue to be a valued member of the EFL Trust network, playing a strategic role in helping shape national strategy and sharing their progressive thinking with others. We look forward to working with them for many more years to come."

**MIKE EVANS**  
CHIEF EXECUTIVE OFFICER  
EFL TRUST

”

"Working in partnership with the Health Managers at Burton Albion Community Trust for the last two years, we have been able to mirror the very successful Active Recovery programme, enhancing and improving the lives of people living with cancer. This is a 12 month free programme to which people living with cancer, and their significant others, receive 1.1 support and a programme of activities to meet their needs."

"I find the team at BACT to be professional, committed and open to new ideas on how we can improve services. They are engaged and willing to work cross boundaries with us as an NHS organisation and other stakeholders. We have an open and honest relationship that continues to grow and develop and we look forward to continuing to work alongside the Team at Burton Albion Community Trust. The Team has continued to offer activities virtually during the pandemic so the programme can support people when required."

**DENISE CROUCH**  
MACMILLAN CANCER  
LEAD NURSE/CANCER PROGRAMME DIRECTOR





2020-2021

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**Burton Albion Community Trust**  
**Pirelli Stadium, Princess Way, Burton upon Trent,**  
**DE13 0AR**



CHARITY NUMBER: 1142920

