



The FA Charter Standard League

EXAMPLE LEAGUE DEVELOPMENT PLAN

Season 2016 /17 to 2019 / 20



League SWOT

STRENGTHS

- Quality and size of Clubs
- Quality and Quantity of Match Officials
- Relationship with County FA

WEAKNESSES

- Quality of Pitches
- Use of Social Media
- Age Profile of Workforce
- Too few u16-18 players coming through to our open age league.

OPPORTUNITIES

- To establish a working relationship with our local youth league to improve transition and share match officials
- To be a partner with the CFA in delivering coach education courses in our area
- To make better use of IT solutions including Social Media

THREATS

- Dwindling League Volunteer Workforce
- Local authority reduction of pitch facilities
- Behaviour on the sidelines amongst parents and coaches

Consultation Summary

WHO CONSULTED:	HOW CONSULTED:
Consulted all our member clubs, whose representatives included players, coaches and officials.	We consulted our clubs via an SGM which focused purely on agreeing the content of our new 3 year plan. In this way we ensured that we only included our club/player and coach priorities.
We consulted our Local Authority to agree on the configuration of and access to grass pitches in the district.	We did this by meeting with the Local Authority on 2 separate occasions.
We consulted with our County FA throughout the process of developing this plan. This helped us to minimize duplication and realize additional financial support for some of our planned activity.	We met with the CFA on 4 occasions to refine and improve our plan.

TIP

Develop a shared vision that is representative of the whole league. By involving as many clubs and people as you can in your organisation you can establish a 'shared vision' that is representative of your members and clearly identifies your purpose. By selecting one vision, you add focus and clarity.

To be a League that delivers an excellent service to its member clubs and consistently seeks to create solutions to the challenges facing those clubs.

	CURRENT SEASON SEASONS 20 16 / 17			YEAR 1 SEASONS 20 17 / 18			YEAR 2 SEASONS 20 18 / 19			YEAR 3 SEASONS 20 19 / 20			YEAR 4 SEASONS 20 /			YEAR 5 SEASONS 20 /		
No. of teams	154			164			176			184								
	Male	Female	Disability	Male	Female	Disability	Male	Female	Disability	Male	Female	Disability	Male	Female	Disability	Male	Female	Disability
	U18 X36	U18 X20		U18 X40	U18 X22		U18 X44	U18 X24		U18 X46	U18 X26							
	Open Age x70	Open Age x26		Open Age x72	Open Age x28		Open Age x76	Open Age x32		Open Age x78	Open Age x34							

Running the League

This section supports the league in becoming/remaining an effective organisation, with the correct structure and efficient processes, so it can achieve its developmental aims and sustain its activities.

TIP

This section should detail actions that improve the leagues effectiveness and efficiency, which could include better use of IT solutions, a review of the leagues fees structure or a new approach to club meetings.

Your Aim

The Leagues is focused on becoming more effective by embracing IT solutions and driving through Charter Standard in the league and its member clubs.

	ACTION	ACHIEVEMENT TARGETS	TIMESCALE	RESPONSIBILITY	COSTS	REVIEW
1	The League in partnership with the CFA will run 2 CS evenings per season to support none CS clubs to achieve the award.	4 clubs in 2016-17 raising league from 68% to 79% 4 clubs in 2017-18 raising league from 79% to 90%	2016-2018	CSL Coordinator supported by the CFA team	League and Club Officer time plus room hire- £100	
2	From 2016-17 season the league uses the SMS and Team sheets functionality on Full Time to reduce the time commitment of the League Results Officer.	All age groups and open age migrated to the system in September 2016. Time commitment reduced from 20 hours to 2 hours/week	Autumn 2016	League Results Officer	Officer time to set up plus £100 room hire for 2 x FT training sessions	
3	We will Invest in Webex/Conference Call technology to allow league officers who have transport and access challenges to call into League Management Meetings	Success based on numbers utilizing and retention of officers	Roll out use of this technology from September 2016	League Secretary	£200 per annum for the license	
4	We will organize League Development Plan evening- for all clubs to input and ensure it is reflective of their needs.	Production of a three year plan that is clubs needs based and is delivered	Prep in late 2018 deliver in early 2019	CSL Coordinator plus whole League Management Committee	Officer Time plus room hire for club evening £50	
5	We will diary in all 6 monthly League Plan review dates with the CFA team to ensure plan remains current and new resources are accessed.	Regularly updated plan that ensures clubs are maximizing the latest opportunities/resources	6 monthly through 2016 to 2019	CSL Coordinator and County FA team	Officer Time	

Sustain and Increase Participation

This section shows how the league will support and retain its existing teams as well as recruiting new teams.

TIP

Leagues can use this section to show how they will work in partnership with other leagues to improve transition, support their clubs to grow their team numbers and work with CFAs to prevent drop out.

Your Aim

The League aims to retain all its current teams and recruit new teams by ensuring its offer is current, collaborative, innovative and reflective of club needs.

	ACTION	ACHIEVEMENT TARGETS	TIMESCALE	RESPONSIBILITY	COSTS	REVIEW
1	The League will formalize its relationship with its partner youth league by creating a position on its league management committee for the youth league and will seek similar from them.	Youth position on LMC agreed by League Autumn 2016 and Visa versa	Pilot season 2016-17	League Secretaries of both leagues	Officer Time	
2	The League will develop an early warning system with the CFA- where it will flag to the CFA teams who are consistently failing to fulfill fixtures etc	The retention of teams that are in danger of folding	Autumn 2016	League Results/Fixtures Officer and CFA Team	Officer Time	
3	The League will ensure it reaches out to all local diverse Communities, offering a relevant and appropriate football offer.	Mapping exercise to identify the diverse communities within our clubs and our localities. Simple action plan to offer the clubs services to them	Month 1 mapping Month 2 partner engagement Month 4 offer delivery	CSL Coordinator or League Inclusion Officer	Officer Time	
4	The League and its partner youth league will coordinate an u18 transition evening targeted at coaches and players to explain the opportunities and expectations in the adult league	Numbers of youth teams and players transitioning to the adult league in the new season	February 2017 for the event	Adult and Youth League Secretaries	Officer Time, room hire refreshments for evening- £200	
5	The Girls League will work with its existing clubs and the local primary schools to deliver a joint event focused on recruiting 9-11 year old girls into the clubs	Numbers of new girls into clubs	Summer 2016	League Secretary/Clubs/CFA and Primary School sports leads	£350 for hire of facilities and production of giveaways	

Player Development – Environment

This section shows how the league will deliver competition pathways that support the development of players and teams. It will also demonstrate how the league will deliver on Respect.

TIP

By listening to their clubs, leagues can deliver competitions structures that reflect the needs and aspirations of their players and coaches. Being innovative around the competition structure may have a positive impact on team recruitment and retention.

Your Aim

The League is committed to creating a competition which maximizes the development of all players by offering innovative tournament structures and rewarding positive behavior.

	ACTION	ACHIEVEMENT TARGETS	TIMESCALE	RESPONSIBILITY	COSTS	REVIEW
1	The League will focus on improving behavior by implementing a new Respect Table based on discipline points for dissent and misconduct with rewards for teams with the fewest points.	Reduced incidents of misconduct and C2 offenses across the competition	Pilot season 2016-17	League Secretary and Referees Officer	£500 for 10 Respect cash awards across the season	
2	The League will be proactive in the case of any discriminatory behaviour within the league by working with the CFA to provide voluntary equality education	Identify potential equality education with CFA. Re-emphasize the more serious consequences of discriminatory behaviour to clubs at league meetings	Month 1 and 2 of the new season	League Secretary, or League Inclusion Officer	£100 room hire plus officer time	
3	After each full round of mini soccer tournaments- 4-6 weeks we will review each age group and restructure for the next 4-6 week block to ensure the most appropriate competition	More players playing at the appropriate level will improve player development and aid retention	2016-17 season - October	League Secretary and Fixture Secretary	Officer Time	
4	During Dec to Feb we will move all our u8 to u10 indoors to play in Futsal Trophy Tournaments, returning outside for a final trophy tournament in March/April	Greater retention of players/teams by limiting the impact of the weather and introducing a game that develops their skills	Dec- Feb 2016-17	League Secretary	Officer Time. Facility Hire, balls and goals £2,000	
5	The League will work with its Youth partner league to open its league cup for its bottom 3 divisions to all the current u18 teams. Giving the young players an additional test and a first taste of open age	Numbers of youth teams entering the cup. Performance of these teams	Sept 2017	League Secretary of Youth and Adult League	Officer Time	

Player Development – Coaching

This section focuses on the leagues Coaching Continuing Professional Development (CPD) offer in conjunction with its clubs and the CFA.

TIP

Leagues should use this section to demonstrate their commitment to improving coaching standards across their competition. They can do this working hand in hand with the CFA to deliver a programme of relevant coach education opportunities in their league catchment area.

Your Aim

The League is focused on supporting all coaches within its competition to develop their skills.

	ACTION	ACHIEVEMENT TARGETS	TIMESCALE	RESPONSIBILITY	COSTS	REVIEW
1	The League will sponsor a Level 1 Course delivered by the CFA at Evergreen Sports Park each season for the next 3 seasons. The league will pay 20% of the total cost of the course.	12-24 new Level 1's per season for 3 seasons in our member clubs	June 2016, 17, 18.	League Secretary and CFA Coach Education Lead	£450 - contribution to Level 1	
2	The League will sponsor an Emergency Aid Course delivered by the CFA at Dark Green Sports Park each season for the next 3 seasons	12-24 Coaches/volunteers through EA each season for next 3 seasons	January 2017, 18, 19	League Secretary and CFA Coach Education Lead	£0- paid for by clubs	
3	The League will work with the CFA to deliver 2 in service coaching evenings at Racing Green STP focused on goal-keeping and pre season training and delivered by the FA County Coach	50-70 coaches at each session Hours can be counted towards their FA Coach License	August 2016, March 2017	CSL Coordinator and CFA County Coach	£200 for hire of facility	
4	The League will work with the local CFA and County Coach Developer to identify possible FA coach bursary funding to support more BAME coaches receiving qualifications and being supported to gain relevant experience within the league.	1 specific coaching course or In-service event focusing on BAME, female or disability	Identify potential funding or courses in Month 1, deliver course or training post Christmas	League Secretary or League Inclusion Officer	League contribution to course £500	
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The Football Workforce

This section looks at how the league will recruit, train and develop the workforce that will support the administration, development and promotion of the league.

TIP

The league workforce are critical to the success of the league so investing in their skills is vital. Consider doing an audit across you league officers to determine whether you have the necessary skills in place to take the league forward – if not how will you recruit new officers or retrain existing ones?

Your Aim

The League aims to retain and boost its current club,league and referee workforce by creating relevant and accessible training opportunities and targeting appropriate volunteers.

	ACTION	ACHIEVEMENT TARGETS	TIMESCALE	RESPONSIBILITY	COSTS	REVIEW
1	The League will sponsor one Basic Referees Course per annum delivered by the CFA and targeted at players and clubs from within its member clubs. League will pay 50% of the fees on completion of 5 games	Increased referees panel by 12-18 referees per annum for 3 years and will increase game coverage from 40% to 90%	April 2016 April 2017 April 2018	League Referees Officer and County RDO	£900 per annum - 50% of referee costs	
2	Work with the CFA to deliver more opportunity for referees from diverse backgrounds to train and officiate within our league.	Incresaed numbers of BAME, Female and Disabled Referees officiating in our league	August 2016	League Management Committee	Officer Time	
3	The league will organize a preseason Referees and Coaches workshop to flag up any law changes, emphasize adherence to Respect and create a positive atmosphere	Creation of a positive connection between the club coaches and the referees panel	August 2015	League Referees Officer	Officer Time Facility Hire £50	
4	The league will organize an IT training evening for all its LMC members to develop their understanding and use of the WGS and FT	More effective use of FT and WGS functionality saving league and club officers valubale time	March 2017	League Secretary	Officer Time Facility Hire £50	
5	The League will recruit a new volunteer via its partnership with local FE College to become the leagues Social Media Officer. The league will reward this officer with appropriate IT Kit	1000 followers targeted- providing ideal tool to recruit more players, coaches and violunteers	April 2016	League Secretary	£500 for tablet and IT connection	

Improved Playing and Training Facilities

This section demonstrates how the league supports its clubs to develop and maintain existing/new facilities and where appropriate how the league manages/operates facilities.

TIP

Many leagues now play a key role in the management, allocation and operation of facilities. Use this section to show how you can develop this role to influence future facility development or how you might support your clubs to do so.

Your Aim

The League is committed to supporting all its member clubs seeking to improve their facilities and will work with the local authority to ensure pitch use is maximised.

	ACTION	ACHIEVEMENT TARGETS	TIMESCALE	RESPONSIBILITY	COSTS	REVIEW
1	Where a club needs the active support of the league to make effective bids for facility improvement, the leagues officers are committed to contributing guidance and advice as appropriate	Enhanced facilities	Ongoing	LMC	Officer Time	
2	Where clubs have taken on the lease of a facility from a local authority, the league will support them with 50% contribution to line marking equipment	Number of line markers funded	Ongoing	LMC	£75 per marker	
3	The league will propose at the AGM that from 2016-17 clubs may utilize 3G pitches for all or some of their home games	Improved playing surface for players and a 20% reduction in league postponements	July 2016	LMC and Clubs	Club Cost	
4	The league will negotiate a partnership with the local authority to advise them on the correct configuration of pitches in line with the FA Youth Review and the allocation of those pitches	Appropriate pitches by age group plus effective use of pitches from youth through to open age	July 2016	League Secretary, Local Authority and CFA	Officer Time	
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County Support

The League should use this section to document the support it will receive from the County FA in delivering the League Development Plan.

TIP

If a league plan clearly demonstrates that it will deliver against shared targets with the CFA such as growing the number of teams, improving referee coverage etc, it will be in a strong position to request resource to support delivery.

Your Aim

The League is committed to working closely with the CFA to deliver on all aspects of its league development plan.

	ACTION	ACHIEVEMENT TARGETS	TIMESCALE	RESPONSIBILITY	COSTS	REVIEW
1	Running The League CFA support to League IT training event focussed on WGS and FT	Improved use of WGS and FT by league and club officers	June 2017	League Secretary and CFA FDO	Facility hire covered by League £100	
2	Sustain and Increase Participation CFA will support the league to create a new u21 mid week league based at Racing Green STP	8 team League	October 2016	CFA FDO and League Secretary	£1,000 provided by CFA for first year facility hire and referee costs	
3	Player Development- Environment CFA will deliver a preseason Respect session for all club managers and captains	Improved behaviour from players and coaches	August 2016	CFA Respect lead and League Secretary	Cost of venue hire covered by league	
4	Player Development- Coaching County Coach will deliver a mid season goalkeeping CPD session at Evergreen Sports Centre	40 Club coaches from the league attending	March 2017	County Coach and League Secretary	Hire of Venue £150 covered by league	
5	The Football Workforce County will deliver a League sponsored basic referees course at Dark Green Sports Park	24 candidates drawn from our 60 member clubs	April 2017	County RDO and League Referees Officer	Cost of venue and 50% of candidate costs covered by League	

	ACTION	ACHIEVEMENT TARGETS	TIMESCALE	RESPONSIBILITY	COSTS	REVIEW
6	<p>Improve Training and Playing Facilities</p> <p>CFA will involve League in the planning for a new Hub site at Greenside Green</p>	League input into configuration of pitches and STP	June 2018	CFA CEO/CDM and League Chairman	Zero	
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The FA Charter Standard

EXAMPLE LEAGUE DEVELOPMENT PLAN FROM 2016

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