

The FA Football Development Programme

FOOTBALL DEVELOPMENT PLAN FOR AN FA CHARTER STANDARD COMMUNITY CLUB

Hollybush Community FC Development Plan

Seasons 2012 / 13 to 2017 / 18



CHARTER STANDARD CLUB



Tip: The first stage of Football Development Planning is to understand exactly what you hope to achieve. Ask yourself and others what you would like your project to do.

Your project may address a specific problem or have a more general aim such as increasing participation opportunities. Complete the table on page two to focus your ideas into a clearly defined vision, something that will inspire the people around you.

YOUR VISION

- To provide quality, safe opportunities for young people of all ages in our community
- To provide a safe and positive alternative place to go other than playing on the streets
- To help people realise their potential, develop personal skills and confidence
- To introduce people to football regardless of age, ability, sex, religion and ethnic background
- To improve the performance of players, coaches and volunteers within the club.

CLUB DEVELOPMENT TABLE

The Club Development Table is a summary of the number of teams it wishes to retain and develop within the different categories of football over the period of the Development Plan.

- **Tip:** Remember to complete the season date and identify the number of teams for each season.
- **Tip:** Develop a shared vision that is representative of the full club, not just one person! By involving as many 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.

	Current season Seasons 20 <u>12</u> / <u>13</u>			Year 1 20 <u>13</u> / <u>14</u>			Year 2 20 <u>14</u> / <u>15</u>			Year 3 20 <u>15</u> / <u>16</u>			Year 4 20 <u>16</u> / <u>17</u>			Year 5 20 <u>17</u> / <u>18</u>		
No. of teams	11			14			16			19			21			26		
	Male	Female	Disability	Male	Female	Disability	Male	Female	Disability	Male	Female	Disability	Male	Female	Disability	Male	Female	Disability
	U8, 8 U9, 9 U10, 10 U11 U12 U13 U14 Senior			U8, 8 U9, 9 U10, 10 U11 U12 U13 U14 U15 Senior	U10	U12	U8, 8 U9, 9 U10, 10 U11 U12 U13 U14 U15 U16 Senior	U10 U12	U12	U8, 8 U9, 9 U10, 10 U11 U12 U13 U14 U15 U16 U18 Senior	U10 U12 U14	U12 U16	U8, 8 U9, 9 U10, 10 U11 U12 U13 U14 U15 U16 U18 Senior x2	U10 U12 U14 U16	U12 U16	U8, 8 U9, 9 U10, 10 U11 U12 U13 U14 U15 U16 U18 U21 Senior x2 Futsal	U10 U12 U14 U16 Senior Futsal	U12 U16 Senior

GROWTH AND RETENTION

This section identifies how the club plans to retain and grow provision and develop flexible club formats that will support existing players and introduce new male, female and disabled players from diverse communities into football.

Tip: The implementation of the FA Youth Review will look to retain more players within the game as they progress through then 5v5 (U7,U8) 7v7 (U09,U10) 9v9 (U11, U12) 11v11 (U13+) player pathway.

NOTE: Your Achievement Targets are a summary or a 'snapshot' of the exact outcome of fulfilling specific objectives.

Aim: To provide opportunities for people of all ages and abilities to play football.

Objective	Achievement targets	Timescale	Responsibility	Costs
<p>1 Retain all existing teams.</p> <p>Retain a good level of support to existing teams, including quarterly Team Manager and Coaches meetings to include a review of squad numbers.</p>	All existing teams retained.	Year one and annually.	Football Development Committee. Team Managers.	
<p>2 Backfill two new U8s teams each year through recruiting new players, Coaches and Managers.</p>	Two new 5v5 U8s Mini-Soccer teams backfilled each year.	Year one and annually.	Football Development Committee.	Cost per year per team: Strips and equipment £500, Facilities (grass and winter training) £1500, Affiliation (County FA and League) £250, First Aid Kit £50.
<p>3 Develop two school-club link programmes per year. Work with two focus primary schools to recruit new players to squads where appropriate.</p>	Six training sessions delivered at each school.	Year one and annually.	School Liaison Officer.	
<p>4 Work with County FA.</p> <p>Develop a new U10s girls team and retain each year. Develop a new U12s girls team and retain each year. Develop a new U14s girls team and retain each year. Develop a new U16s girls team and retain each year.</p>	U10 girls team. U12 girls team. U14 girls team. U16 girls team.	Year one. Year two. Year three. Year four.	Women and Girls Officer. Volunteer Coordinator. Football Development Committee.	Cost per year per team: Strips and equipment £500, Facilities (grass and winter training) £1500, Affiliation (County FA and League) £250, First Aid Kit £50.

Tips for schools: Explain how you will grow and retain football opportunities in the curriculum, out of school hours learning and school competitions for boys, girls and people with a disability. Your plan should explain how you will link with Schools and what outcomes the club wishes to achieve from these links.

Objective	Achievement targets	Timescale	Responsibility	Costs
5 Develop a new U15s boys team and retain each year. Develop a new U16s boys team and retain each year. Develop a new U18s boys team and retain each year.	U15 boys team. U16 boys team. U18 boys team.	Year one. Year two. Year three.	Volunteer Coordinator. Football Development Committee.	Cost per year per team: Strips and equipment £500, Facilities (grass and winter training) £1500, Affiliation (County FA and League) £250, First Aid Kit £50.
6 Ensure all youth players have a realistic pathway to continue playing open age football. Develop a new second Senior Men's team and retain each year. Develop a U21 male team in year five. Develop a new Senior Women's team and retain each year.	2nd Senior Men's team. U21 Team. Senior Women's team.	Year three. Year five. Year five.	Team Managers. Team Managers. Team Managers.	Cost per year per team: Strips and equipment £500, Facilities (grass and winter training) £1500, Affiliation (County FA and League) £250, First Aid Kit £50.
7 Set up two junior disability teams through making links with local disability organisations and schools. Develop a new U12s Mixed disability team and retain each year. Develop a new U16s Men's team and retain each year.	U12 disability team. U16 disability team.	Year one. Year three.	Football Development Committee. Disability Coaches.	Cost per year per team: Strips and equipment £500, Facilities (grass and winter training) £1500, Affiliation (County FA and League) £250, First Aid Kit £50.
8 Set up an adult disability team through making links with local disability organisations. Develop new adult disability team and retain each year.	Adult disability team.	Year five.	Disability Coaches.	Cost per year per team: Strips and equipment £500, Facilities (grass and winter training) £1500, Affiliation (County FA and League) £250, First Aid Kit £50.
9 Establish a Futsal team for men and women (to support those players who may not wish to move into senior 11-a-side). Establish a venue with a local school where to play Futsal.	Set up two Futsal teams.	Year five - one male Futsal team. Year five - one female Futsal team.	Football Development Committee. Team Coaches.	Cost per year per team: Strips and equipment £500, Facilities (grass and winter training) £1500, Affiliation (County FA and League) £250, First Aid Kit £50.

RAISING STANDARDS AND ADDRESSING ABUSIVE BEHAVIOUR

This section identifies ways in which the club can create a fun and safe environment for everyone involved in its structure. This includes how the club will raise standards of behaviour and ensure a safe and positive environment for children and vulnerable adults.

Tip: FA Charter Standard Clubs are a key priority to The FA. By developing into an FA Charter Standard Club you are providing safe and good quality football opportunities for the whole community.

Aim: To ensure that all people can play football in a high quality, safe environment that is free from abuse.

Objective		Achievement targets	Timescale	Responsibility	Costs	
1	To achieve and retain The FA Charter Standard Community Club accreditation, complete application form and annual health check processes. Work with County FA.	FA Charter Standard Community accreditation achieved.	Year one and annually.	Secretary. Charter Standard Coordinator.		
2	To follow all FA guidelines and procedures regarding Club Welfare and work with the County FA to ensure Club Welfare Officer receives up to date training and support.	All FA guidelines and procedures followed.	Year one and annually.	Club Welfare Officer.	£25	
3	To work with County FA to ensure Club Welfare Officer receives up to date training and support. Club Welfare Officer to attend Welfare Officers Workshop.	Workshop attended.	Year one.	Club Welfare Officer.	£20	
4	Fully support The FA Respect programme.	Promotional materials displayed throughout facility.	Respect posters displayed.	Year one and annually.	Secretary/Club Welfare Officer.	
		Purchase and use Respect barriers.	Four sets of Respect barriers used.	Year one and annually.	Secretary/Team Manager.	£400
		All Captains and Managers briefed on supporting Respect.	Team Managers to work with Captains each match. A minimum of one Respect briefing per year and regular agenda item on all Team Managers' and Coaches' network meetings.	Year one and annually.	Secretary/Club Welfare Officer/Team Manager.	£0

Tips: Respect is The FA's programme of activities to combat unacceptable behaviour in our game - on pitch and from the sidelines. Supporting Respect will ensure a safe, positive environment for everyone to enjoy football.

Objective		Achievement targets	Timescale	Responsibility	Costs
5	Fully support The FA Respect programme. Every player, parent and Coach to sign the 'Code of Conduct' and display latest versions in clubhouse. Zero tolerance of abuse towards referees. Work with County FA.	Reduce number of incidents of abuse towards referees and deal with all matters firmly and in line with FA recommended sanctions.	Year one and annually.	Club Committee.	
6	Attend County FA Charter Standard Club meetings and workshops. Request programme for CFA and nominate appropriate people to attend.	Minimum of two meetings/ workshops per year.	Year one and annually.	Club Committee.	
7	Organise a volunteer and player awards evening. Set up an organising committee. Seek recognition for hard work of all volunteers.	One annual volunteer and player awards evening. One awards application per year.	Year one and annually. Year one and annually.	Volunteer Coordinator. Club Chairperson and Club Committee.	£500
8	Apply to the FA's Community Awards. Organise a pre-season briefing for players and parents/carers at the start of each season detailing acceptable standards of behaviour and the need for positive playing environment.	One application per year. One pre-season meeting per season.	Year one and annually. Year one and annually.	Club Chairperson. Club Chairperson. Club Committee. CS Coordinator. Club Welfare Officer.	£100

BETTER PLAYERS

This section identifies how the club will support every player to realise his/her potential - in particular support the development of skills at a younger age. The five to eleven year old group is absolutely crucial to embedding basic skills, enhancing enjoyment of the game, developing healthy lifestyles and creating a new generation of talented players.

Tip: The FA Tesco Skills Programme supports the development of players aged five to eleven in a fun, positive way. The programme is the cornerstone for teaching young people to become better players. FA Charter Standard Clubs can receive support from your Tesco Skills team. Contact your CFA.

Aim: To raise the standards of players within the club, support the development of Coaches to create better players and to implement the FA Youth Review.

Objective		Achievement targets	Timescale	Responsibility	Costs
1	Promote The FA Skills Programme. Encourage all five to eleven year olds to use The FA Skills Programme website. Work with FA Skills Coaches to develop volunteers and players.	All young people using the online FA Skills Awards. Two sessions per year with FA Skills Coach.	Year one and annually. Year one and annually.	Team Managers. Volunteer Coordinator.	
2	Run a holiday coaching centre for five to eleven year olds. Recruit two Level 2 Coaches.	32 five to eleven year olds engaged in holiday coaching sessions.	Five to seven years session, year one. Eight to eleven years session, year two.	Five to eleven year olds Coaches.	Self funding - Players pay
3	All Coaches that work with U16s and below teams attend In-service event organised by the club through the CFA. Book all volunteers on courses.	All Coaches attend module.	Year one and annually.	Volunteer Coordinator. County FA.	£25 per Coach
4	Five Coaches to attend The FA Youth Award (Level 3) Module one. Identify an appropriate Coach.	One Coach per year.	Year one and annually.	Volunteer Coordinator.	£175 per Coach

Objective	Achievement targets	Timescale	Responsibility	Costs
5 Four Coaches to attend The FA Youth Award (Level 3) Module two.	One Coach per year.	Year two, three, four and five.	Volunteer Coordinator.	£175 per Coach
6 Two Coaches to achieve The FA Youth Award (Level 3) Module three.	One Coach per year.	Year four and five.	Volunteer Coordinator.	£250 per Coach
7 Coaches to promote basic skill development training and coaching exercises to the parents/carers of players to increase practice at home.	Three meetings per year.	Year one and annually.	Team Managers.	
8 Positively promote boys' and girls' Centres of Excellence to talented junior players. Nominate talented players and support opportunities to attend trials.	Gifted and talented boys and girls nominated and encouraged to attend Centres of Excellence trials.	Year one and annually.	Team Managers.	
9 Introduce 9v9 format for U11 and U12 age groups.	9v9 format introduced.	Year two for U11s. Year three for U12s.	Team Managers.	

RUNNING THE GAME

This section focuses on the identification of ways to improve the efficiency and effectiveness of how the club is run.

Aim: To ensure the club is managed and run effectively in accordance with FA guidelines and to provide structure, management and leadership to successfully deliver a Football Development Plan.

Tip: If you have a separate Business Plan for the development of a facility for a Football Foundation application, this section should focus on football matters only.

Objective	Achievement targets	Timescale	Responsibility	Costs
1 Form a Football Development Committee to manage, monitor and deliver the Football Development Plan. Committee formed from representatives of junior, seniors, women and girls, disability and Coaches.	Committee formed and meet on a quarterly basis.	Year one and annually.	Secretary. Chairperson.	£100
2 Set up a Coaches support group to offer help and guidance. Invite all Coaches and Team Managers to a network meeting to discuss issues such as coaching methods and squad team numbers.	Support group established and meet on a quarterly basis.	Year two and annually.	Football Development Committee. Secretary.	£100
3 All teams affiliated with CFA by 1st July every year and entered into the appropriate leagues. Secretary to submit paper work to CFA.	All teams affiliated on time every year.	Year one and annually.	Secretary.	£35 per team
4 Complete the Annual Health check before 31st March each year.	Completed by 31st March.	Year one and annually.	Charter Standard Coordinator. Volunteer Coordinator.	
5 Attend the club structures and Good Club Governance In-service event organised by the CFA.	Attendance and review of structure.	Year two.	Chairperson and Secretary.	No cost.

WORKFORCE DEVELOPMENT

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

Tip: The Football Workforce is the backbone of grassroots football. Recruiting, retaining and recognition of your workforce is the cornerstone of successfully delivering your Football Development and Business Plan.

Aim: To create, develop and support an effective volunteer workforce within the club.

Objective	Achievement targets	Timescale	Responsibility	Costs
1 Have a key contact person to support the recruitment and development of volunteers. Recruit and select a Volunteer Coordinator.	Volunteer Coordinator appointed.	Year one and annually.	Club Committee.	
2 All Club Coaches to hold a minimum of FA Level 1 and FA CRB check. Volunteer Coordinator to maintain an up to date list and book new Coaches onto County FA courses.	All Club Coaches hold a minimum of FA Level 1 and FA CRB check 12 new Level 1 Coaches.	Year one - all Coaches. Years two and three - four new Level 1 Coaches. Years four and five - two new Level 1 Coaches.	Volunteer Coordinator.	Level 1 £100 CRB £12
3 The Volunteer Coordinator attends the How to Support and Develop Coaches Club In-service organised by the CFA.	Work with ten coaches to support their CPD	Two coaches per year.	Volunteer Coordinator.	
4 Increase the number of Level 2 Coaches. Encourage enthusiastic Level 1 Coaches to progress.	Five new Level 2 Coaches.	Year one, two, three, four and five - one new Level 2 Coach per year.	Volunteer Coordinator.	£250 per person

Objective	Achievement targets	Timescale	Responsibility	Costs
5 Ensure all club Officials are registered on Members Services know how to use it.	Five club officials.	Year one and annually.	Club See County FA.	
6 Ensure all existing Coaches and appropriate volunteers have valid FA Emergency First Aid and Safeguarding Children qualifications. Identify expiry date of existing Coaches and volunteers' qualifications through Member Services.	Ten volunteers or Coaches.	Year one and annually - two volunteers or Coaches.	Volunteer Coordinator and Team Managers.	£80 per person
7 All Coaches to become FA licensed Coaches. Volunteer Coordinator to register all Coaches.	All Coaches members of the FA Coaches Association. Licensing Scheme.	Year one and annually.	Volunteer Coordinator and Team Coaches.	£12 per Coach
8 Develop referees. Develop referees in line with the growth of new teams.	Ten new referees.	Years two and three - three new referees. Years four and five - two new referees.	Volunteer Coordinator and Team Managers.	£75 per person
9 Increase the number of female Coaches. Actively identify and recruit female volunteers, parents and players to become Coaches.	Five new female Level 1 Coaches. One new female Level 2 Coach.	Year one and annually - one new Coach. Year three - one Level 2 Coach	Volunteer Coordinator.	£100 per person £250

Tips: Keeping track of a growing workforce can be difficult. To help organise this you can use Members Services, the FA's administration tool to monitor the details and qualifications of your volunteers as well as making sure they are kept up to date.

Objective	Achievement targets	Timescale	Responsibility	Costs
<p>10 Develop Coaches to work with people with disabilities.</p> <p>Identify Coaches to complete The FA's Coaching Disabled Footballers Course.</p>	<p>Six new Coaches completed FA Coaching Disabled Footballers course.</p>	<p>Year one - two Coaches. Year three - two Coaches. Year five - two Coaches.</p>	<p>Volunteer Coordinator.</p>	<p>£50 per person</p>
<p>11 Develop Young Leaders through the football futures Programme.</p> <p>Identify and create roles for young leaders to support the development of the club.</p>	<p>25 Young Leaders.</p>	<p>Year one and annually - five Young Leaders per year.</p>	<p>Volunteer Coordinator. County FA.</p>	<p>£30 per person</p>

FACILITY DEVELOPMENT

This section identifies the facilities required by the club to sustain and increase participation.

Tip: Use this section to plan the facilities you require to fulfil your Football Development Plan. There may not be a need to complete this section if you have covered these matters in a separate Business Plan for a Football Foundation application.

Aim: To develop the appropriate facility structure to sustain and grow the club.

Objective	Achievement targets	Timescale	Responsibility	Costs
1 Manage and maintain facilities to a high standard.	Facilities managed and maintained to a high standard.	Year one and annually.	Club Committee.	£5,000
2 Develop two additional 9v9 pitches. Work with County FA to investigate the prospect of applying to the Football Foundation for pitches and goal posts.	Two new 9v9 pitches constructed.	Year three.	Club Committee.	£30,000
3 Use local school for winter training. Form partnership with local school and make booking.	Local school used for winter training.	Year one and annually.	Secretary.	£2,000
4 Use Local Authority site for future overspill of games. Form partnership with Local Authority and make booking.	Local Authority grass pitches used for overspill games.	Year three.	Secretary.	£1,000
5 All goalposts are safe. Check goalposts before each game and replace when needed through applying to the Goalpost Safety Programme at the Football Foundation.	All goalposts to be safe.	Year one and annually.	Secretary and Team Managers.	£2,000

PROMOTION

Marketing and PR communication campaigns can play a significant role in helping deliver the key messages of the club around raising standards and safety in the youth section together with promoting the club to its membership and potential new sponsors.

Tip: Promoting success does not just mean winning the league. It could be achieving Charter Standard status or profiling a dedicated volunteer. By promoting your success you are also recognising the good work done by volunteers as well as increasing your profile in the community. The FA sometimes run promotion campaigns on various football development topics. Keep in touch with your local County FA Development Team regarding these.

Aim: To actively promote and market all football opportunities available and to increase the profile of the club throughout the local community.

Objective	Achievement targets	Timescale	Responsibility	Costs
<p>1 To increase the awareness of football playing opportunities in the local community.</p> <p>To actively promote playing opportunities through posters in local community centres, schools and other community venues.</p>	<p>Maximum squad number in all squads.</p> <p>Posters displayed in community sites.</p>	<p>Year one and annually.</p> <p>Year one and annually.</p>	<p>Team Manager/Press Officer.</p>	<p>£50 each year for posters</p>
<p>2 To advertise for volunteers.</p> <p>Promote opportunities through word of mouth, posters, leaflets and local media.</p>	<p>Volunteers numbers increased in line with the increase of new teams.</p>	<p>Year one and annually.</p>	<p>Volunteer Coordinator/ Press Officer.</p>	<p>£100 poster and leaflets each year</p>
<p>3 Seek recognition of good football development work and recognise important role of club volunteers.</p> <p>To apply for County FA Community Awards.</p>	<p>Make application on annual basis.</p>	<p>Year two and annually.</p>	<p>Club Secretary.</p>	
<p>4 To advertise success. Run an annual awards night and issue ongoing press releases to local media.</p> <p>Increase the general awareness of the football club. Develop a website to promote football club.</p> <p>Ensure all members, players and other people associated with the club are registered to the website.</p>	<p>One award night and minimum of four press releases per year.</p> <p>Website developed and maintained.</p> <p>All players, parents and team managers registered.</p>	<p>Year two and annually.</p> <p>Year two and annually.</p>	<p>Team Manager/ Press Officer.</p> <p>Press Officer.</p> <p>Website Coordinator.</p>	<p>£500</p> <p>£500</p>

Objective	Achievement targets	Timescale	Responsibility	Costs
<p>5 Communicate with parents. Hold an annual parents' evening and biannual newsletter.</p>	<p>Improved communication with parents.</p>	<p>Year three and annually.</p>	<p>Club Committee/Press Officer.</p>	<p>£200 per newsletter</p>
<p>6 Communicate with players through use of social media and website. Team Manager to hold all player contact details.</p>	<p>Improved communication with players and parents.</p>	<p>Year two and annually.</p>	<p>Club Committee and Team Managers.</p>	
<p>7 Communicate with volunteers through various committees and support groups described in 'Workforce Development'.</p>	<p>Improved communication with volunteers.</p>	<p>Year one and annually.</p>	<p>Club Committee.</p>	