**WHICKHAM FELLSIDE YOUTH**

**FOOTBALL**

**CLUB**

***DEVELOPMENT PLAN 2019-2022***

‘ ’

***A Commitment to Our Members, our Volunteers and the Community***

### A FOOTBALL ASSOCIATION CHARTER STANDARD COMMUNITY CLUB



**Watergate Park, Lobley Hill, Gateshead NE11 9RQ**

**whickhamfellsideyfc.co.uk**

**Whickham Fellside Youth Football Club**

**@whickfellyfc**

# M I S S I O N S TAT E M E N T

Founded in 1980 the Club provides a focus on football for the youth of Whickham (Gateshead/Newcastle, Tyne & Wear) and the surrounding areas. Whickham Fellside Youth Football Club will work in partnership with parents and the community so that all members enjoy and develop their ability in playing football, in a safe a secure environment. To achieve this we will enable the individual member to realise and develop their potential; physically, mentally and socially, through organised coaching, effective management and a sound structure under game situations, using the facilities available to the Club.

The equal opportunities offered by the Club will enhance the members personal competence, esteem, adaptability, self-discipline and teamwork. Football is a competitive sport but it must be played in a sporting and fair manner.

To achieve our mission all Members will work individually and collectively, realising their potential, to maximise the effect of all of our endeavours. Constant referral will be made to our Development Plan to achieve this.

# AC T I O N P L A N 2 0 1 9 – 2 0 22

*The areas covered in this plan are . . .*

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| --- | --- | --- |
| Club Development | Volunteer Development | Running the Club |
| Activity Development | Coach Education Development | Better Facilities |
| Better Players | Facility and Finance Development | Social Media |
| Growth and Retention | Raising Standards | Communication |

# FAIRPLAY IN SPORT CHARTER

##### Governing Bodies

1. Must ensure that their rules are fair, thoroughly understood by competitors and officials and properly enforced.
2. Must make every effort to ensure that the rules are applied consistently and with total impartiality.
3. Must make every effort to impress upon participants and officials the overriding need to maintain the highest standards of sportsmanship in the organisation and practice of their sport.

**Coaches/Managers**

1. Must insist that competitors understand and abide by the principles of good sportsmanship.
2. Must not countenance the use of drugs by competitors.
3. Must never employ methods or practices that might involve risks to the long-term health, welfare or physical development of their charges.

**Competitors**

1. Must abide by the laws and spirit of their sport.
2. Must accept the decisions of officials and referees without question or protestation.
3. Must not cheat and, in particular, must not attempt to improve their performance by the use of drugs.
4. Must exercise self control at all times.
5. Must accept success and failure, victory and defeat, with good grace and without excessive display of emotion or disappointment.
6. Must treat their opponents and fellow participants with due respect at all times.

**Monitoring**

1. The Secretary will collect data regarding disciplinary matters and report the same.
2. The Club will review the strategies for the development of fair play.
3. Make Managers, Officials and Members aware of ongoing discipline.

***Follow the guidelines of the ‘F.A. Respect Campaign’***



**WHICKHAM FELLSIDE**

**1980**

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RUNNING THE CLUB

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| *Objectives* | *Responsible Personnel* | *Action* | *Financial Implications* | *Timescale* | *Success Criteria* |
| 1. Run Team Managers and Coaches meetings to offer support and guidance. | Club Secretary (to give Notice), Club Chairman (to chair meetings where possible or delegate), Management Members | Regular meetings per year (at least 6 of these to be organised by Club Secretary) including an AGM in June as per the Club Constitution. | Whickham venue. Possible hire costs | Duration of the Development Plan and ongoing | Regular meetings assist Coaches in finding out what is going on in the Club, give them information either from within the Club or from the FA, Leagues etc.  Regular meetings will develop openness and transparency Opportunities for Coaches to contribute to Club affairs and become more involved.  Smoother running of the Club. |
| 2. Ensure all teams are affiliated to the County FA and registered with all relevant leagues. Club Registration Forms distributed at the start of the season | Club Secretary, Club Development Officers and Management Members | Affiliation and Registrations to be done in accordance with FA and League rules and timescales. Accurate and up- to-date records are kept on all teams Coaches, Players and Parents. Club Registration Form organised | Costs for affiliation fees, league fees as per current levels | Duration of the Development Plan and ongoing | Club is well organised and has a reputation for being well run. Coaches are confident that they are given the necessary back-up regarding paperwork and administration. Governing bodies become aware that the Club is correctly run. |
| 3. Ensure that the Club has suitable rules, policies and procedures and insurances | Club Chairman, Club Chairman and Management Members with guidance from governing bodies | Annual review of rules, Club Constitution, policies and procedures. Maintenance of insurance cover. Any breaches of rules, policies and procedures are addressed in the correct manner | Cost of annual insurance | Duration of the Development Plan and ongoing | Coaches aware that all situations are covered by a rule or policy or procedure, giving them the confidence to coach. In the event of any insurance claim, this is done quickly and efficiently. Parents are aware that the Club is well structured with procedures in place to cover all eventualities. |
| 4. Ensure that the Club has the most appropriate legal status | Management Members | Review legal status of the Club | Not known | Duration of the Development Plan and ongoing | Club is covered legally for all matters. Continual review means that all current legislations are met and addressed. Club needs to be seen to be aware of its legal requirements to law and governing bodies |
| 5. To maintain an accurate financial management system | Club Treasurer, signatories and Management Members | Annual appointment of Club Treasurer at the AGM. Financial Management reports are presented in detail to the Club Management and a resumé to Coaches at all meetings. Annual accounts are presented in June of each year | Cost of banking – Xero accounting software 2019. | Duration of the Development Plan and ongoing | Everyone involved with the Club needs to be aware that our finances are well run. Co- signatories are imperative. Internet banking is done and regular updates aspire to openness and transparency. Treasurer makes recommendations regarding investments. Dissolution clause is in Club Constitution |
| 6.To ensure that all volunteers associated with the WFYFC are recruited, and developed in line with safe and best practice to protect the safety of all | Club Secretary and Welfare Officer | Monthly reporting of data from WGS regarding expiry of relevant safeguarding and safe practice  Annual FA Safety checks  Effective referral procedures for volunteers and players  Regular safety inspections carried out by Committee  Annual training courses for coaches | Cost of qualifications and DBS Checks  Training courses for coaches  Publicity materials | Monthly  As required  annually | All coaches and volunteers have relevant qualifications and checks  No gaps in qualifications  All associated with club know referral routes |

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RUNNING THE CLUB – *continued*

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| *Objectives* | *Responsible Personnel* | *Action* | *Financial Implications* | *Timescale* | *Success Criteria* |
| 7. Common accounting system for all Coaches to use who have ‘Team Accounts’. This is linked to Club financial system, audited annually | Treasurer and Auditor (appointed/elected) | Develop an integrated accounting system that covers all financial transactions within the Club. The accounts will be audited and signed-off each year | Use of Xero accounting software. | Starting of the new accounting year in 2019 | A common system of recording all our financial transactions will be in place within the Club and the information fed into the main accounts, audited annually and available for our governing bodies to examine |
| 8. As the Club grows and develops, we need to ensure that we have clear dependable and concise lines of communication between all stakeholders in the Club | Club Chairman, Club Secretary and IT Manager | The Club website and social media areas are increasingly used as communication hubs to support the running the Club. Channels of communication need to be further developed to ensure all interested parties receive the correct and relevant and current information | Domain hosting via 34sp.com (approx. £75 PA) and website hosting by goddaddy.com (approx. £100 PA) | Completed. | The Club website is a common forum for communication for the Club. Social media also contribute to this. These areas offer a range of opportunities to communicate with all stakeholders. We ensure all communications are successfully directed to all relevant parties |

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VOLUNTEER DEVELOPMENT

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| *Objectives* | *Responsible Personnel* | *Action* | *Financial Implications* | *Timescale* | *Success Criteria* |
| 1. Recognise and reward volunteers | Management Committee | Annual Presentation events for small sided and large sided teams where recognition is made of all players, coaches and volunteers. | Cost of venue, cost of trophies | Duration of the Development Plan and ongoing | Members to be recognised for their work and be part of a successful Club. Individual as well as team awards give a sense of ‘belonging’ and being successful together. Feel good factor |
| 2. Recruit new volunteers | Management Committee | Develop a volunteer promotion and recruitment material. Produce literature about the Club, advertise and speak with parents who bring their children along to Development or Training sessions.  Speak with other educational establishments that need teams to assist their Coaches to obtain qualifications,  e.g. Gateshead College, Durham FA. Provide opportunities for training Coaches so they can achieve their qualifications from higher education. Form a link and an association with all these groups. Offer young people either still playing for our Club or past members, the opportunity to become involved with our Club as a volunteer; and is a way of repaying the Club back in some way. This can assist them with career opportunities | Cost of producing a leaflet, promotional material and any advertising if necessary | Duration of the Development Plan and ongoing | Need for new volunteers is imperative. Recruiting from our parents is main source of this but utilising past members is another possibility Volunteers who have been members have a sense of continuity and of being part of the Club.  Success will be established by the number of volunteers we obtain and continuity of the Club and its development will be ongoing if they participate in the future. They progress from being ‘players’ to being ‘volunteers’ |
| 3. Invest and develop, from within and beyond, young people to become Young Leaders, Coaches, Referees and other Club volunteer roles | Football Development Officer, Coaches and Management Committee | Every young player is offered and encouraged to develop and take up some role within the Club (Level 1 for example) and have a Club role | Cost of paying for Coaching Courses | Duration of the Development Plan and ongoing for the future of the Club | Offering young people an opportunity where they have a say in the Club; they can progress to whatever level they wish; they have a sense of greater belonging from being a player to being a volunteer.  The future of the Club is better guaranteed with the involvement of young people. |

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BETTER PLAYERS & COACHING

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| *Objectives* | *Responsible Personnel* | *Action* | *Financial Implications* | *Timescale* | *Success Criteria* |
| 1. Give all young children a high quality and fun introduction to football within the Club. Create training environments where the players can naturally develop and enjoy their sessions without undue pressure | Management Committee, Football Development Officer and all Coaches | Making coaching fun as well as following guidelines. Communicate positively with members and parents, smile and enjoy training and games. Football Development Officer to continue with already established structured Development sessions for Year 1 and Reception Children | Costs towards venue and any other external coaching costs | Duration of the Development Plan | Happy teams and individuals at the same time as improving abilities, fitness and enjoyment.  Develop young people to achieve their maximum potential as a player. The Development sessions will introduce new members and parents to the Club. First class experience of how our Club operates with good organisation and coaching |
| 2. Encourage coaches to offer every player the maximum playing opportunities to help to realise their potential and give them confidence | Management Committee, Football Development Officer | All players are given time and Coaches will monitor pitch time given to individuals and adjust accordingly.  Keep players informed by speaking with them and their parents | None | Duration of the Development Plan | Happier and more content players and parents. Less potential conflict between parents and coaches. Retention of players and everyone given the same opportunity to develop. Teams become more solid as a group if everyone plays. |
| 3. To develop a structured range of football skills courses for all sporting members within the Club. External courses will be adopted and this will raise the standard of skills within the Club at member and coach level | All Members and all Coaches | A football skills programme will be developed across all age ranges, including youth award, age appropriate courses and FA Skills etc. and organisations offering Futsal type coaching/skills sessions | Cost for courses and external coaching | Duration of the Development Plan | The level of football skills across the Club is enhanced and reflected in performance at individual and team levels. Use made of FA Skills Coaching resources and develop partnerships with organisations offering Futsal coaching |
| 4. Develop partnerships with third party organisations to further enhance the range of coaching skills within the Club and offer to all age groups within the Club. | Management Committee, Football Development Officer | Develop and further build upon the partnership and relationship with NUFC Foundation and NUFC in the community, FA Skills team and any other organisation which will assist and develop the coaching skills within the Club | Fully Club financed | Duration of the Development Plan | Strong established partnerships with these organisations for the benefit of everyone at WFYFC and exposing the players and coaches to these organisations |
| 5. Develop and further enhance the goalkeeping specific coaching skills within the Club | Football Development Officer | Further utilisation and promotion of the three qualified goalkeeper specialist coaches. Inclusion of their development resources and use of third-party goalkeeping resources and organisation | Fully Club finance of equipment and attendance at goalkeeping specific coaching | Duration of the Development Plan | An enhanced resource of the specialist goalkeeping coaches; providing regular goalkeeping sessions to all age groups within the Club |

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MARKETING & PROMOTION

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| *Objectives* | *Responsible Personnel* | *Action* | *Financial Implications* | *Timescale* | *Success Criteria* |
| 1. To produce a Marketing Strategy document that provides support and guidance to members of the Club who engage in marketing activities | Management Group and Marketing Manager | To construct a working document that sets out the strategies that can be employed in all aspects of marketing the Club | Probably no cost, but time to produce | Ongoing | A plan is produced that provides a marketing strategy guide for the Club. The plan provides clear objectives for the marketing and key projects are identified |
| 2. To develop successful marketing strategies to grow volunteer and membership numbers and increase and maximise sponsorship opportunities to promote the Club | Management Group and Marketing Manager | A marketing plan will be produced on how the Club is going to promote itself.   * Where are we now? * What do we want to achieve? * How do we get there? * How do we know we are there? * Who to contact | Probably no cost, but time | Ongoing. | We employ a range of marketing strategies that are successful in achieving our main aims in increasing membership and sponsorship |
| 3. To use social media to maximise the marketing of the Club. Twitter, Groups, Facebook, Texts etc. should all be considered as tools to promote, market and advertise the Club | IT and Marketing Manager, Club Chairman or individual who makes entries on Club Website or Club social media areas | Details of what social media to use apart from the obvious ones should be looked into. A strategic plan of areas to be targeted should be formulated | Probably no cost, but time to produce | Ongoing. | Feedback from social media used. Discussions with Club Officials, Members and Parents as to how the use of social media is benefitting the Club. Success in improved communication made or information given out via these methods analysed |

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COACH EDUCATION DEVELOPMENT

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| *Objectives* | *Responsible Personnel* | *Action* | *Financial Implications* | *Timescale* | *Success Criteria* |
| 1. Structured induction process for new Coaches to the Club through the Club’s Football Development Officer | Club Development and Club Football Development Officers | To produce a structure, including documentation and records, for induction of new Coaches | None | Duration of the Development Plan | Monitor success of induction process through Club Development and Football Development Officers |
| 2. To offer structured coaching courses and further courses for Managers and Coaches via a Coach Development Framework Plan | Club Development and Football Development Officers | Maintain an audit of the coaching qualifications per team/coach and make Coaches aware of their Development Plan | Give any financial support for first qualification and subsidise further qualifications | Duration of plan the Development Plan | Progressive completion of individual Coaches Development Plan and obtaining relevant FA qualifications |
| 3. Support Coaches in the utilisation of their efforts to improve their team. Keep qualifications up to date by renewing FA Safeguarding and Emergency First Aid every 3 years | Management Committee and Coaches | Continue to offer Club facilities to the wider community. Hold a Coaches Association event at the Club each season, free of charge and communicate and interact with established/experienced coaching staff for advice and guidance | None | Duration of the Development Plan | Growth of membership within the Club. Coaches qualifications are kept up to date which helps with Charter Standard Status etc. Coaches are gaining confidence with support from the Club. A safe environment for young children to play is created |
| 4. To raise the standard of Coaching within the Club and to organise renewals of all aspects of coaching qualification, as per the FA Coaching Pathway Programmer | Management Committee, Club and Football Development Officers | Every Coach to complete Level 1, Age Appropriate Module and Youth Module. All Coaches to be members of the FA Licensed Coaches Club | Financing of Level 1 and assistance with further qualifications | Duration of the Development Plan | At least a Level 1 qualification must be obtained by all Coaches. Increased number of Coaches obtaining their Youth Module Awards |
| 5. Further develop the Coach Monitoring resources within the Club, across all age groups. | Football Development Officer and Management Committee | Establish age appropriate Club Mentors within the Club covering age ranges from 5–10 and 11–18 age groups | None | Duration of the Development Plan | Each age group is fully supported with a qualified Club Mentor |
| 6. Further investment in the Football Development Group for the introducing of players into the U7’s age group team(s) | Football Development Officer and Management Committee | Establish specific Coaches who will support the Development Group with suitable FA Coaching qualification. Introduce an ‘Elite Player Pathway’ for relevant players via the Development Group | Financial support for the completion of FA Coaching qualifications | Duration of the Development Plan | Earlier introduction of players into non- competitive football. Success of individuals coming through the Club’s Development Group |

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COACH EDUCATION DEVELOPMENT – *continued*

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| *Objectives* | *Responsible Personnel* | *Action* | *Financial Implications* | *Timescale* | *Success Criteria* |
| 7. Develop a Young Player Coach Development Programme | Football Development Officer and Management Committee | Offer to younger players within the Club a Coaching Development Program. Encourage younger Coaches to support the established teams within the Club. | None | Duration of the Development Plan | Increase the number of younger coaches obtaining FA qualifications and supporting the teams within the Club |
| 8. All WFYFC Coaches to be members of the FA Licensed Coaches Club | Football Development Officer and Management Committee | Encourage all Club coaches to become FA licensed Coaching Club members throughout their involvement with us | Fully financed by the Club | Duration of the Development Plan | All WFYFC coaching staff become members of the FA licensed Coaches Club with annual renewal and compliance with Coach Development (CPD) Development |
| 9. Develop an online Coaching Resource Pack containing training and coaching material, session plans and guidelines for all age groups | Football Development Officer and Web Administrator | Further development of the Club’s Website with a Coaching Rescue ‘Portal’ containing relevant coaching material to support all age groups within the group | Development costs towards the construction of this and to maintain the ‘Portal’. Possible cost for Website updates and placing of material on it | Duration of the Development Plan | Online Portal as a feature of the Club’s website with full access available to all Club Coaches. |

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FACILITY & FINANCE DEVELOPMENT

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| *Objectives* | *Responsible Personnel* | *Action* | *Financial Implications* | *Timescale* | *Success Criteria* |
| 1. To consider and organise the potential for further development of existing premises and facilities for the long-term future of the Club. | Club Management Committee | Communication through and with Emmanuel College Partnership and any other agencies and fundraising providers to grass roots football | Significant levels of expenditure. Project specific in-depth costings need to be obtained | Duration of the Development Plan. | Improved quality of facilities to provide more extensive and all year-round usage. Provide self generating income for future development projects |
| 2. To continue the ongoing programme of improvement to pitch playing surfaces | Club Management Committee | Consultation with appropriate specialist organisations and implementation of necessary action plan | Significant levels of expenditure | Ongoing and duration of Development plan. | To have ownership of the best possible grassroots playing surface thereby assisting in the development of playing style and individual ability |
| 3. To maintain an appropriate accounting system to deal with all aspects of Club finances and administration | Club Treasurer, Registration Secretary and Club Management Committee | Research and identify appropriate systems, testing and ultimately implementation | Not considered to be a major expense and included within long term financial budget | Completed. | Enhancement of existing financial controls and to reduce workload of relevant individuals |
| 4. To make available equipment of the highest quality with health and safety at the forefront of all decisions | Equipment/Health and Safety Officer and Club Management Committee | Identify equipment requirements including new goal posts and any other playing aids | Significant level of expenditure | Ongoing. | Delivery of project |

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CLUB DEVELOPMENT

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| *Objectives* | *Responsible Personnel* | *Action* | *Financial Implications* | *Timescale* | *Success Criteria* |
| 1. All Members of the community will have open access to all facilities and membership of the Club. Whickham Fellside YFC are committed to enabling players to achieve their full potential. We will work to ensure that football opportunities are inclusive for all players, including those with a disability or long-term health condition. | All Members | Continue with Equal Opportunities implementation, which will provide open access to membership. Continue to offer Club facilities to the wider community.  Depending on a player’s individual requirements, we aim to develop and provide a range of opportunities, such as:   1. An early meeting with our coaches for any disabled players who are interested in playing football. 2. Working with partners to develop opportunities for disabled students to play football. 3. Agreement with disabled players and their parent/guardian about individual adjustments, requirements and individual strategies 4. Development of accessible facilities and on the physical accessibility of facilities. | Costs as required, within a sensible reasonableness for a community club who existing on grants and subscriptions only. | Duration of the Development Plan | Audit of membership which identifies the various groups represented in the Club. Growth of membership within the Club |
| 2. The Club will be an integral active component of the community where mutual support and development is a natural process | All Members | We will continue to develop links with Community groups, e.g. Schools and Youth Clubs. Links with other organisations to mutually support each other, e.g. Charities, Youth Organisations, Local Groups, Round Table | None (time only) | Development further through Development Plan | Our network of partners expands and the profile of our Club is expanded |
| 3. Clear lines of communication continue to publicise and inform the community of the Club’s activities. | Club Football Development Officer, Club Management Committee and IT Manager | Continue with links to local community through good communications, media coverage and the further development of the Club Website and social networks | Costs as required | Duration of the Development Plan | Members of the community feel they can relate to the Club and understand the aims of the Club |
| 4. To provide the opportunity for members and other stakeholders within the Club to have the chance to contribute to any present and future development | Club Football Development Officer and Management Committee | To carry out an Annual Questionnaire to offer a voice to stakeholders (Club Matters Website) | None | Duration of the Development Plan | To have a clear two-way communication network. Use Survey information to continue the development of the Club |
| 5. To develop the capacity of the Management Group to provide structured succession planning | Club Chairman and Management Committee | To produce job descriptions for key posts in the Management Group. To identify new positions and roles to be adopted | None | Ongoing. | The workload of the Management Group is evenly spread across the formed committee. We have the management capacity to lead and drive forward with our identified agenda |
| 6. To continue to review the Management Structure within the Club | Management Committee | To develop delegated roles and responsibilities to individuals. | None | Duration of the Development Plan | We know if the management structure is fit for purpose, revise if required |

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CLUB DEVELOPMENT – *continued*

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| *Objectives* | *Responsible Personnel* | *Action* | *Financial Implications* | *Timescale* | *Success Criteria* |
| 7. To maintain the Club’s high standards, policies and procedures. Being aware of changes in any policies by governing bodies etc. or changes in the law | Management Committee and all Members | To retain the FA Charter Standard Community Club Award | Costs as required | Duration of the Development Plan | Maintaining and growing of expected standards, policies and procedures. Keeping up with any changes in legislation as they are published |

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GROWTH & RETENTION

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| --- | --- | --- | --- | --- | --- |
| *Objectives* | *Responsible Personnel* | *Action* | *Financial Implications* | *Timescale* | *Success Criteria* |
| 1. Continue to develop strategies to enhance growth and retention within the Club | Club Development Officer | Yearly Development Group for Under- 6’s to build successful model for growth. Early parental contact with Club and development of a ‘partnership’. Active recruitment of Coaches and fit them into the gaps of Club team profile. Retain through the quality of coaching and organisation to provide a pleasurable sporting experience. Close links with local schools and active coaching programmes within the schools if possible (depends on personnel available) | Costs of equipment and hire of training facilities | Duration of the Development Plan | Development group. Target 20+ players coming into the Club every season. Parental support and commitment to the Club from an early point. Fundamental that we create as many playing opportunities for players. The Club continues to retain and grow year on year. A focus on this would result in continuity to develop the concept of the next generation of football and players |
| 2. Develop multiple teams in any age group to ensure continuity of representation as teams move forward | Development Officers and Management Committee | Never refuse any individual the opportunity to play football. The number of players dictates the number of teams. Club Development Officer to be involved in retention and growth of multi-age groups. Encourage more senior players who we have supported and sponsored to Level 1 Coaching Standard to become active in the coaching side of the Club | Cost of coaching and support | Duration of the Development Plan. | Multiple teams representing all small-sided age groups funneling through to older age groups. Next generation Coaches actively involved and continuity within the Club established |
| 3. Support young players moving from mini-soccer to 11v11. To consolidate and increase the number of young people within the Club | Management Committee, Club Development and Football Development Officers and all Coaches | Run training sessions for Coaches. Run transition sessions and matches for younger players | Cost of venue hire | Duration of the Development Plan | Smooth transition from mini-soccer to 9v9 to 11v11 should result. Individuals made aware of differences between groups as they progress into them |
| 4. Retain existing mixed teams and progress through to open age. Host events | Club Development Officer and Football Development Officer | Supporting existing Coaches. Use links with schools, the community and Durham FA to encourage and support this | None or minimal cost of producing literature | Duration of the Development Plan | Continued increase in membership and teams during the duration of the plan. Retaining the teams ensures representation at all age groups |
| 5. Provide support to develop Girls’ football within the Club, initially through mixed teams | Management Committee | Enable separate Girls only teams to be established to ensure continuity of football with the Club where possible | Completed | Duration of the Development Plan. | To encourage and witness the movement of girls from mixed football to Girls only football at an appropriate age |

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RAISING STANDARDS AND DISCIPLINE

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| *Objectives* | *Responsible Personnel* | *Action* | *Financial Implications* | *Timescale* | *Success Criteria* |
| 1. Promotion of the Respect campaign | All personnel | Use of Respect barriers for all fixtures at Watergate. Display of Respect material around the Watergate building | Nil | Duration of the Development Plan. | Regular use of Respect barriers |
| 2. Promotion of Codes of Conduct | All personnel | Display of Codes of Conduct for players, parents, coaches and spectators at visible points across Club website and Watergate | Nil | Duration of the Development Plan | Maintaining and raising high standards of sporting behaviour |
| 3. Maintain Community Club Charter Status and standards of the same | Club Secretary | Ensure all personal coaching and mandatory qualifications are achieved and maintained | £2,000 +/– | Duration of the Development Plan | Charter Status renewal in 2018 |
| 4. Reinforcement of Club Colours Policy | All personnel | All teams to be made aware of Club Colours Policy and breaches to be dealt with by Management Committee | Nil | Duration of the Development Plan | All teams wearing Club colours for home fixtures |
| 5. Full exposure and use of website and social media | All personnel | The Club to roll out full use of Facebook, Twitter, Email and developing interactive media to self- promote | Minimal cost | Duration of the Development Plan | Full range of social media being used by members |
| 6. Adopt zero tolerance approach to breaches of Club and Football disciplinary matters | All personnel | All members to be advised that any breaches of Codes of Conduct will be dealt with swiftly and effectively to maintain the good name of the Club | Nil | Duration of the Development Plan | Members to embrace the Codes of Conduct and other Club Policies |
| 7. Committee to upskill using DFA course material and/or course attendance | All personnel | Secretary to identify appropriate DFA courses to enhance skills of Management Committee Members | £500 | Duration of the Development Plan | Committee increase skills, knowledge and awareness of current ideas and trends |
| 8. Ensure effective delivery of Development Plan | Club Management Committee | Management Committee Members to have ownership of their own areas of the Development Plan | Nil | Duration of the Development Plan | Development Plan remains on course for its three year target |

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RAISING STANDARDS AND DISCIPLINE – *continued*

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| *Objectives* | *Responsible Personnel* | *Action* | *Financial Implications* | *Timescale* | *Success Criteria* |
| 9. To communicate clearly the high standards of behaviour that are expected from all members, volunteers and parents within the Club | All Members | To make all groups within the Club aware of the Code of Conduct, Disciplinary Procedures and Complaints Procedures. Monitor the conduct of all groups within the Club and report back to Management and Manager’s meetings. Coaches will report any breaches of discipline to the Management Group for action.  Statistics on the breaches of conduct will be published. Managers will organise an induction for parents meeting at the start of the season. This will be an opportunity to share the Club’s philosophy and emphasize the Fair Play/Code of Conduct documents | None | Duration of the plan and ongoing | The behaviour of all groups within the Club will improve and this information can be validated through accurate information. The Club procedures are able to respond to all situations and all members and individuals are treated fairly. |
| 10. To adopt a zero-tolerance approach to any breaches of Club and Governing Bodies disciplinary matters. | Management Committee and Coaches | To impose and strictly enforce Codes of Conduct and Disciplinary Procedures relevant to any incident. The Club will pass on any fines determined by Governing Bodies (DFA and Leagues) to the individual concerned as per the Club Constitution and reserve the right to impose additional penalties | None | Duration of the plan and ongoing | To see a reduction in the number of incidents of breaches of conduct and discipline. To improve our disciplinary record and statistics year on year. Club image will be enhanced and we will gain a reputation for good discipline |
| 11. Implement the ‘Respect’ campaign. Promote good practice and address poor practice in behaviour of volunteers, members and parents | Club Welfare Officer, Management Committee and Coaches. | Club Welfare Officer to be aware of all aspects of this campaign and distribute information both verbally and in literature format to all responsible personnel | Costs of any copying of literature | Duration of the plan | Members, Coaches and Parents will be aware of the Respect campaign, how it works within our Club and the implications of it. Knowledge of the FA’s views towards respect will become common knowledge |

RAISING STANDARDS AND DISCIPLINE – *continued*

*Objectives*

1. To follow FA guidelines and procedures regarding Child Welfare
2. To continue to develop a solid Club ethos throughout all teams
3. Ensure effective delivery of the Football Development Plan and careful monitoring of F.A. Charter Status Community Award. Complete CS Health check each season before any deadlines.

*Responsible Personnel*

Club Welfare Officer, Management Committee and Coaches

Management Committee and General Committee

Management Committee. Club Development and Football Development Officers

*Action*

Ensure all Club Officials in direct contact with young people are CRB checked and have completed the appropriate Safeguarding Children Workshop. All other FA Guidelines and procedures should be followed, and Club Welfare officer fully trained to support all volunteers.

Make Coaches, Parents and members aware of all Club policies and responsibilities. On Club Annual Presentation Night recognition is given by the presentation of special awards to individuals who have excelled both at Team and Club level and not always through football ability.

Delivery of achievement targets. Agenda item and update given at each Management Committee and General Committee meetings

*Financial Implications*

Costs of CRB registrations, any courses and gaining qualifications

Cost of awards, literature to be produced

Not known

*Timescale*

Duration of the plan and ongoing

Duration of the plan and ongoing

Duration of the plan

*Success Criteria*

Ensure any incidents are referred to Child Welfare Officer and dealt with by means of best practice and safeguarding guidelines. All staff become fully trained in all aspects of Child Welfare and all Officials are properly registered on any Child Protection Database for reference

Parents and Members are made aware of all the Club Policies to promote openness and transparency. The Clubs reputation will be maintained in local football leagues that we play in and beyond. Everyone involved has an equal opportunity to win an award. Everyone in the Club learns to demonstrate this ethos and commit to the whole Club

Maintaining Charter Community Status is important for our continued operation and growth. Enables the Club to apply for grants, awards and assists when trying to obtain sponsorship. Given parents and members the confidence to become or continue to be involved with our teams



**ETHOS** is a Greek word meaning “character” that is used to describe the guiding beliefs or ideals that characterise a community, nation, as group or an ideology. The Greeks also used his word to refer to the power of music to influence its hearer’s emotions, behaviors, and even morals. Early Greek stories of *Orpheus* exhibit this idea in a compelling way. The word’s use in rhetoric is closely based on the Greek terminology used by *Aristotle* in his concept of the three artistic proofs.

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OUR VISION, PHILOSOPHY, ACHIEVEMENTS, HISTORY, FACILITIES, RECOGNITION

OUR VISION

See the *Mission Statement*

Individuals to realise their potential

Equality in all areas of ethnicity and disability Equal opportunities for all

Playing football in a safe and secure environment

Structured management of both the Club and its teams

Retention of teams from Under-7 onwards, establishing any new teams and continually supporting those already existing

Encourage and invest in young people to become volunteers

Open and transparent way of operating for all players, parents and supporters

Work within the community and schools Opportunity to create more Partners

Opportunity for the individual to participate and contribute to the Club

Establish regular girls and women’s football within the Club

Automation of Club Membership, Registrations and Payments through software investment

OUR PHILOSOPHY

Further development and equal opportunities for all within the Club

Refer to the Development Plan To continue to monitor and listen

## OUR ACHIEVEMENTS

Growth in mini-soccer, youth and open-age football. Multiple teams in age-groups

Teams and individuals could progress to senior football

29 teams in 2019- 20120, a growth that has been ongoing for many years

Next generation of players are coming through the Club

Established as a well-run, well-structured and well- organised Club

Policies available for all aspects of youth football (Constitution, Fair Play Charter, Code of Conduct, Fundraising Policy, Development Plan, Child Protection etc.)

Establish a firm operational base for the running of the Club

Continued investment in Club Website and establishment of social media links

Achievement of the lease for Watergate and pitches on favourable terms

Attainment of CASC resulting in no local authority rates charged

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Talented, enthusiastic and dynamic volunteers

Charter Club Community Status maintained and ‘‘Health-Check’’ passed

Sound and progressive Management Committee with high standards and a firm foundation both financially and morally

Investment in young people, continual support of Coaches

Forward thinking and progressive

## OUR HISTORY

Literature and Leaflets available

## OUR FACILITIES

Local Authority based with Club holding the Leasehold Actively looking to develop Watergate

Use and support of our own, local outdoor and indoor facilities to train on

## RECOGNITION

Recognised as major Youth F.C.

Attainment of governing bodies standards and awards Highly regarded and respected

Endorsed by our governing bodies and leagues as being well organised

Recognised by our opponents as being a ‘*Good Honest and Fair Footballing*