

Development Plan 2011 – 2016 Ver 1.7

ST ALBANS CITY YOUTH FOOTBALL CLUB

Registered Charity Number: 1089343

www.cityyouthfc.com

NICHOLAS BREAKSPEAR SCHOOL

www.nicholasbreakspearschool.co.uk

Updated January 2014 By Mervyn Morgan



St Albans City Youth Football Club

Objectives

1. **Overview**
2. **Club Development** – Supporting the development of St Albans City Youth FC and Nicholas Breakspear School teams.
3. **Club Development Table** – Forecast team structures 2011-16.
4. **Workforce Development** - (staff, coaches, tutors, referees, volunteers).
5. **Leagues, competitions & small sided** – Supporting the development of new competitive opportunities.
6. **Race Equality** – promoting equality within the club.
7. **Social Inclusion** – promoting a social inclusion policy within the club.
8. **Promoting Health through Football** - Increasing physical activity and contributing to Healthy Lifestyles.
9. **Football in Education** - Increasing participation in football through the School Sport Partnership.
10. **Girls' Football** - Increasing participation and improving player pathways
11. **Football for Disabled People** - Providing opportunities for disabled people to enjoy football.
12. **Work in the Community** – Train, motivate and inspire young people through the power of sport.
13. **Communication and Marketing** - Raising the profile of the club and promoting opportunities to participate.

Appendix A - All Weather Pitch – Utilisation Plan

Appendix B - Highfield Park Expansion – Initial Plan

1 - Overview

St Albans City Youth Community Football Club is recognised within the St Albans District and the County as one of the leading providers of Youth Football in the Community.

Our aim is to build on the foundations already established for a self-sustaining Community Based Club, providing sport (mainly football) to junior and senior players, boys, girls and disabled participants, in a positive, friendly and professional environment.

St Albans City Youth will support the best aspects of youth sport teaching, competitiveness but fairness, respect for the Club, team mates, managers, coaches, officials and most importantly themselves.

St Albans City Youth should lead the way in the St Albans District and become a symbol for what the delivery of youth football should be in the area. Sharing information and best practice to other Sports Clubs in the District confirming its position as a Centre of Excellence for St Albans and one of the County's Premier Clubs.

In the last 10 years the club has developed its Community status known locally as St Albans City Youth in the Community. This has seen the club focus on strategic, innovative ways of training young people and disabled groups. Some of this Community work is provided by the Club itself and others in partnership with key local groups e.g. Herts Sports Partnership, Special Olympics, Leisure Connections, Pro-Action. The club has been particularly successful in creating a number of key partners and using the leverage of its extensive database of members.

- Developing young disabled people to become more active and involved through sport. To integrate this group into our club ethos. To feed them into elite sport groups.
- Developing young girls to be more active and involved through sport. To integrate this group into our club ethos. To feed them into adult linked teams.
- Training young people to become coaches. To provide them with the support, training techniques, equipment and courses to develop.
- Training disabled people to become coaches. To provide them with the additional support, training techniques, equipment and courses to develop. To train them to become role models. To include them in the overall coaching plans of our club.
- Training volunteers to become coaches. To provide them with the support, training techniques, equipment and courses to develop.

1 - Overview

- Offering career advice, guidance and progression to young and disabled people including work placements, work experience, holiday work, apprenticeships, courses and introductions to partner groups.
- St Albans City Youth in the Community run other activities in the Community. These include School Holiday Camps, Community Days at the Sports Centre, Disability Festivals, Sport Relief Mile and Six a side Competitions. The Club does this to “give something back” to the Community and to develop its Coaches in Event Management. Being a Charity it will aim to run its events at a competitive price and will have a hardship policy to allow everyone to take part.
- The club offers trips and education experiences across the St Albans District and the County. More recently, using its extensive list of key contacts that have been built up over the years, it organised player, team and coach exchange in countries such as Holland, Gambia and the USA.

The Club expects the highest standard of player to progress from youth teams to senior teams. This standard to be judged on a number of levels: Firstly they would expect these players to be technically sound. Secondly and almost more importantly, they would expect the players to have the correct attitude. This will be measured in a number of ways. The player should have a positive approach to training and fitness. The player should want to play at the highest level that they are able to achieve, yet should have a realistic appraisal of their own ability. The player should have a strong desire to have fun, progress and play senior football for the Club or one of our linked teams. Most importantly, the player should show respect for the Club, officials, the opposition and their fellow players.

Following on from the clubs previous Development Plans which saw the club establish a base at Highfield Park, this latest plan includes actions such as the expansion of Highfield Park to include additional grass pitches and a joint project with a St Albans School for the development of a Floodlit All Weather Training Pitch. The next five years will be as busy as the last. It will focus on maintaining high standards and maximising the benefits of the improved facilities to groups across a range of different sports.

2 - SECTION: CLUB DEVELOPMENT

Aim

- To ensure that people of all ages and ability have the opportunity to play football, have fun through sport and develop themselves

Achievement Targets

- Renewal of Charter Standard Community Club Status
- Maintain and Expand the provision of Boys, Girls and Disability Football
- Maintain and Develop “St Albans City Youth in the Community”
- Provision of improved facilities notably an All Weather Floodlit Training Facility and Associated Changing Facilities (Two Phase Project)
- Expansion of Highfield Park Grass Pitches
- Maintain and Develop strategic partners and club links

Plan

| Objective (what needs to be done?) | Tactic (how do you intend to achieve your objective?) | Achievement Target (what will be achieved?) | Responsibility | Timescale (when will you complete your objective?) | Finance (how much is it going to cost?) |
|---|--|---|--------------------------|---|--|
| FA Charter Standard Community Club Status | To continue work with County FA Development Officer and club committee | Renewal of Charter Standard Community Club Status in line with FA Changes in the criteria using the FA Members Services System. | Club Development Officer | Year 2 | FA CRB Checks £15 per volunteer, approx £500 per year Ongoing |
| Maintain teams at all age groups (Boys) | Maintain good level of volunteer support | Teams at each age group from Under 8's to Under 18's | Management Committee | Yearly | <i>Club</i> : new team strips and equipment. £12000 per year, Affiliation fees £4000 per year Ongoing |

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| Plan | | | | | |
|--|---|--|----------------------|--------|---|
| Maintain teams at existing groups (Girls) | Maintain good level of volunteer support | | Management Committee | Yearly | <i>Club: new team strips and equipment, £3000 per year Affiliation fees.£1000 per year Achieved and exceeded</i> |
| All Weather Training Facility Feasibility Study | Identify community partners to develop a Floodlit All Weather training facility within the district | Partners identified Nicholas Breakspear School Special Olympics St Albans District Council Active St Albans | Management Committee | Year 0 | Management Committee and Club Trustees Time. Provided for free but would equate to £185,000 per year if charged out |
| All Weather Training Facility Development Phase 1 (Appendix A) | Prepare Financial and Development Plans for the preferred location and partner | Plan developed, Prepare Funding Applications for Two Phase project | Management Committee | Year 0 | £600,000 approx Floodlit AW training pitch (Phase 1) Completed, AWP in use June 2012 |
| AWP – New Changing Room Block Phase 2 | Prepare Financial and Development Plans for the preferred location and partner | Plan developed, Prepare Funding Applications for Two Phase project | Management Committee | Year 0 | £600,000 approx New changing room block (Phase 2) Being Reviewed |
| Highfield Park expansion (Appendix B) | The opportunity exists for the expansion of the clubs Highfield Park facility with the addition of land adjoining the complex for the provision of up to 3 additional pitches | Agreement with Highfield Park Trust Feasibility Study, drainage etc. Financial Plan produced. Licence Agreement amended to include new area. Funding Applications Prepared and presented | Development Officer | Year 1 | Work on the pitches is complete, remaining issue with council planning to be resolved |
| Highfield Park expansion (2) | Availability of new pitches at Highfield Park | Opening of additional pitches | Development Officer | Year 2 | 3 x Football Posts £2250 |

3 - Club Development Table

| | Current | | | Year 1 | | | Year 2 | | | Year 3 | | | Year 4 | | | Year 5 | | |
|-------------|----------|--------|------------|----------|--------|------------|----------|--------|------------|----------|--------|------------|----------|--------|------------|----------|--------|------------|
| No of Teams | 48 | | | 49 | | | 50 | | | 54 | | | 55 | | | 57 | | |
| | Boys | Girls | Disability | Boys | Girls | Disability | Boys | Girls | Disability | Boys | Girls | Disability | Boys | Girls | Disability | Boys | Girls | Disability |
| Age | U8, 4 | U10, 1 | 2 | U8, 4 | U10, 1 | 2 | U8, 4 | U10, 2 | 2 | U8, 4 | U 9 1 | 3 | U8, 4 | U 8 1 | 3 | U8, 4 | U 8 1 | 3 |
| Groups | U9, 4 | U11, 2 | | U9, 5 | U11, 2 | | U9, 5 | U11, 1 | | U9, 5 | U10, 2 | | U9, 5 | U 9 1 | | U9, 5 | U 9 1 | |
| | U10, 5 | U12, 2 | | U10, 5 | U12, 2 | | U10, 5 | U12, 1 | | U10, 5 | U11, 1 | | U10, 5 | U10, 2 | | U10, 5 | U10, 2 | |
| | U11, 5 | U13,1 | | U11, 5 | U13,1 | | U11, 5 | U13,1 | | U11, 5 | U12, 1 | | U11, 5 | U11, 1 | | U11, 5 | U11, 2 | |
| | U12, 5 | U16, 1 | | U12, 5 | U16, 1 | | U12, 5 | U16, 1 | | U12, 5 | U13,1 | | U12, 5 | U12, 1 | | U12, 5 | U12, 2 | |
| | U13, 4 | Senior | | U13, 4 | Senior | | U13, 4 | Senior | | U13, 4 | U16, 1 | | U13,4 | U13,1 | | U13,4 | U13,1 | |
| | U14, 3 | 1 | | U14, 3 | 1 | | U14, 4 | 1 | | U14, 4 | Senior | | U14, 4 | U16, 1 | | U14, 4 | U16, 1 | |
| | U15, 2 | | | U15, 2 | | | U15, 3 | | | U15, 3 | 1 | | U15, 3 | Senior | | U15, 3 | Senior | |
| | U16, 2 | | | U16, 2 | | | U16, 2 | | | U16, 3 | | | U16, 3 | 1 | | U16, 3 | 1 | |
| | Senior 3 | | | Senior 3 | | | Senior 3 | | | Senior 4 | | | Senior 4 | | | Senior 4 | | |
| | Midweek | | | Midweek | | | Midweek | | | Midweek | | | Midweek | | | Midweek | | |
| | 1 | | | 1 | | | 1 | | | 1 | | | 1 | | | 1 | | |

For season 2013/14 the club is fielding over 57 teams, this exceeds the 2016 target by 3 years.

*Midweek team is in association with St Albans City FC, we will also be looking to have a further Midweek Team in association with London Colney FC
We have also set up St Albans City Ladies and Bricket Wood FC as linked clubs for our girls and disability players.

Nicolas Breakspear School Development Table

| | Current | | Year 1 | | Year 2 | | Year 3 | | Year 4 | | Year 5 | |
|-------------|------------|-----------|------------|-----------|------------|-----------|------------|----------|------------|----------|------------|----------|
| No of Teams | 15 | | 16 | | 17 | | 21 | | 22 | | 22 | |
| | Boys | Girls | Boys | Girls | Boys | Girls | Boys | Girls | Boys | Girls | Boys | Girls |
| Age | Yr 7, 1 | Yr 7+8, 1 | Yr 7, 2 | Yr 7+8, 1 | Yr 7, 2 | Yr 7+8, 1 | Yr 7, 2 | Yr 7, 1 | Yr 7, 2 | Yr 7, 1 | Yr 7, 2 | Yr 7, 1 |
| Groups | Yr 8, 2 | Yr 9+10,1 | Yr 8, 2 | Yr 9+10,1 | Yr 8, 2 | Yr 9+10,1 | Yr 8, 2 | Yr 8, 1 | Yr 8, 2 | Yr 8, 1 | Yr 8, 2 | Yr 8, 1 |
| | Yr 9, 1 | Senior 1 | Yr 9, 1 | Senior 1 | Yr 9, 1 | Senior 1 | Yr 9, 1 | Yr 9, 1 | Yr 9, 1 | Yr 9, 1 | Yr 9, 1 | Yr 9, 1 |
| | Yr 10, 2 | | Yr 10, 2 | | Yr 10, 2 | | Yr 10, 2 | Yr 10, 1 | Yr 10, 2 | Yr 10, 1 | Yr 10, 2 | Yr 10, 1 |
| | Yr 11, 1 | | Yr 11, 1 | | Yr 11, 1 | | Yr 11, 1 | Senior 1 | Yr 11, 1 | Yr 11, 1 | Yr 11, 1 | Yr 11, 1 |
| | Senior 2 | | Senior 2 | | Senior 2 | | Senior 2 | | Senior 2 | Senior 1 | Senior 2 | Senior 1 |
| | Old Boys 2 | | Old Boys 2 | | Old Boys 2 | | Old Boys 2 | | Old Boys 2 | | Old Boys 2 | |
| | Staff 1 | | Staff 1 | | Staff 1 | | Staff 1 | | Staff 1 | | Staff 1 | |
| | | | | | | | | | | | | |

4 - SECTION: WORKFORCE DEVELOPMENT

Aim

- To develop and retain a qualified team to deliver the football development plan. The team will include parents, trustees, disability and young people as well as those Committee Members who are at the heart of everything we do.

Achievement Targets

- Qualified Level 1 Coaches
- Qualified Level 2 Coaches
- Development structure to Level 3 and above using linked clubs (St Albans Academy)
- Qualified referees
- All coaches members of local Coaches Association
- Training/Development plans for Committee members and Trustees

Plan

| Objective (what needs to be done?) | Tactic (how do you intend to achieve your objective?) | Achievement Target (what will be achieved?) | Responsibility | Timescale (when will you complete your objective?) | Finance (how much is it going to cost?) |
|---|--|--|-----------------------------------|--|--|
| All coaches to be qualified to Level 1 (2 per team) | To access courses through local County FA To run our own courses with assistance from County FA | With help from Herts FA we will run our own level 1 course for the chartered standard clubs in our area. Others will attend courses run by the County, | Secretary / Coaching Co-ordinator | 2011 and annually | Total per year at 2011 prices, £3300 Achieved and ongoing process |
| To develop 1 new Level 2 coach each year | Offer opportunities for people to access Level 2 Courses with Local County FA | 1 Level 2 coach per year | Secretary / Coaching Co-ordinator | 1 Level 2 Coach - Year 1 2 Level 2 Coaches - Year 2 3 Level 2 Coaches - Year 3 4 Level 2 Coaches - Year 4 5 Level 2 Coaches - Year 5 | Total per year at 2011 prices, £1200 and rising Achieved and ongoing process |

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| Plan | | | | | |
|--|---|---|-----------------------------------|---|--|
| To develop 1 Level 3 coach | Offer opportunities for people to access Level 2 Courses with Local County FA | 1 Level 3 coach to be completed in modules | Secretary / Coaching Co-ordinator | 1 Level 3 coach by Year 1 | £600 <i>Achieved</i> |
| To provide coaches with ongoing opportunities to develop | Option to join the County Coaches Association | Full club / all coaches to apply | Secretary / Coaching Co-ordinator | All existing coach Year 1 8 Year 2 4 Year 3 4 Year 4 4 Year 5 | £100.00 <i>Ongoing</i> |
| To ensure coaches are trained to treat player injuries | Coaches to attend First Aid for Sport Courses and Safeguarding (1 per team) | All Coaches qualified and renew every 3 years | Secretary / Coaching Co-ordinator | All existing coaches Year 1 4 Year 2 2 Year 3 2 Year 4 2 Year 5 | £950 Additional courses arranged, details on the club and HFA websites <i>Ongoing</i> |
| Train Players and Volunteers to become Referees | To access courses via the County FA. Run our own course with help from County FA | 12 Referees Qualified | Club Development Officer | 3 Year 1 3 Year 2 | £450.00 <i>Ongoing</i> |

4 - SECTION: Nicolas Breakspear WORKFORCE DEVELOPMENT

Aim

- To develop and retain qualified staff to deliver the football development plan in partnership with City Youth in the Community

Achievement Targets

- Qualified Level 1 Coaches
- Qualified Level 2 Coaches
- Qualified referees

Plan

| Objective (what needs to be done?) | Tactic (how do you intend to achieve your objective?) | Achievement Target (what will be achieved?) | Responsibility | Timescale (when will you complete your objective?) | Finance (how much is it going to cost?) |
|--|--|--|--|---|--|
| To develop 1 new Level 2 coach per year | Offer opportunities for staff to gain level 2 Qualification. Opportunities to work with club to work with elite teams | 1 Level 2 coach per year 1 elite team identified every year | Head of PE | 2011 then annually | £300 per annum |
| To develop at least 20 level 1 Student Coaches | Introduce Level 1 Coaching Course into JSLA & CSLA Schemes and BTEC | Link with St Albans City Youth in the Community to run courses at NBS or Local School | Head of PE & Development Manager St Albans City Youth FC | 2012 then annually | £500 per annum |
| Offer training to Student Referees | Through A Level Course Herts FA/ Club course | 2-3 Qualified referees per year Link with St Albans City youth in the Community for club events e.g. Six a side | Head of PE | 2010 then annually | £200 annually at 2011 prices |

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5 - SECTION: LEAGUES, COMPETITIONS AND SMALL SIDED

| Aim | | | | | |
|--|---|---|---|---|--|
| <ul style="list-style-type: none"> To develop and support competitive opportunities across all age groups and abilities (5 to 18 year olds) | | | | | |
| Achievement Targets | | | | | |
| <ul style="list-style-type: none"> Additional Small Sided Pitches available More Girls teams attending the Annual 6 A Side | | | | | |
| Plan | | | | | |
| Objective (what needs to be done?) | Tactic (how do you intend to achieve your objective?) | Achievement Target (what will be achieved?) | Responsibility | Timescale (when will you complete your objective?) | Finance (how much is it going to cost?) |
| To develop the annual 6 A Side soccer tournament at City Youth | Develop the current competition for additional age groups and more girls teams Involve sports students as coaches/referees | Annual competition in place. Increase provision for girls teams from U10 to U12 and School sides Disability festival added to programme | St Albans City Youth 6 A Side manager, Disability and Girls Section manager | Ongoing | Self funding via tournament entry fees and club funds from 2012 run a separate Girls 6 A Side Competition Achieved |
| Continue development of Highfield park as a venue for Mini Soccer | Work with the Highfield Park trust. | Pitches maintained to a high standard Have goalposts the appropriate size for new FA rules | Club Sec and Highfield Park trust | Ongoing | Self funding £10,000 Sport England Grant submitted for new goalposts – July 2011 Achieved and ongoing |
| Additional Mini Soccer Pitches in the district | Identify Schools to establish additional mini soccer pitches in the district | The provision of enough mini soccer pitches for the clubs teams | Club Sec | Ongoing | Samba Goal Posts at each site. £200 per annum Ongoing |

5 - SECTION: Nicolas Breakspear LEAGUES, COMPETITIONS AND SMALL SIDED

Aim

- Set-up School / District Partnership Mini Leagues

Achievement Targets

- Pre-School Mini League / Lunchtime Mini League / District 6 A Side (Girls & Boys)

Plan

| Objective (what needs to be done?) | Tactic (how do you intend to achieve your objective?) | Achievement Target (what will be achieved?) | Responsibility | Timescale (when will you complete your objective?) | Finance (how much is it going to cost?) |
|---------------------------------------|---|--|----------------|---|--|
| Breakfast Club | Set-up 6 A Side league, running 2 mornings a week before School | Students (Especially School refusers) to attend Pre-School 6 A Side League | Head of PE | 01/11/12 | TBA |
| Lunchtime | Lower & Upper School 6 A Side league | Lunchtime League, (Focus on Disaffected Students) | Head of PE | 01/11/12 | TBA |
| Partnership | Primary 6 A Side Tournaments | Year 5 & 6 Tournament (Girls & Boys) | PDM | 01/01/13 | TBA |
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6 - SECTION: RACE EQUALITY

| Aim | | | | | |
|--|--|--|----------------|---|---|
| <ul style="list-style-type: none"> To promote and encourage participation in football for individuals from BME groups | | | | | |
| Achievement Targets | | | | | |
| <ul style="list-style-type: none"> 5 volunteers / coaches from black & minority ethnic groups 25% of all new players in new team from BME groups 1 volunteer to attend FA Football for All workshop | | | | | |
| Plan | | | | | |
| Objective (what needs to be done?) | Tactic (how do you intend to achieve your objective?) | Achievement Target (what will be achieved?) | Responsibility | Timescale (when will you complete your objective?) | Finance (how much is it going to cost?) |
| To increase number of coaches and volunteers from black & minority ethnic groups | Encourage local people from black & minority ethnic groups to become involved in volunteering and coaching | 1 volunteer per year from black & minority ethnic group | Club Committee | 1 person Year 1 2 person Year 2 3 person Year 3 4 person Year 4 5 person Year 5 | Level 1 @ £100 x 5 people = £500 On target |
| Increase participation from black & minority ethnic groups | Advertise in black & minority ethnic communities. Promote participation in community centres. | 25% of all players in new team from black & minority ethnic groups | Team Managers | 5% Year 1 10% Year 2 15% Year 3 20% Year 4 25% Year 5 | Advertising budget of £250 per year Ongoing, some teams are above target. |
| Staff trained to deal effectively with equity issues | Attend Football for All Workshop run by County FA | Minimum 1 volunteer per year to complete workshop | Club Secretary | 1 person Year 1 1 person Year 2 1 person Year 3 1 person Year 4 1 person Year 5 | £50 per annum Ongoing |

| Aim | | | | | |
|--|---|---|----------------|-----------------|-----------------------|
| Create an environment that promotes equality | To use FA promotional materials to display messages of equality (e.g. homophobia posters/leaflets | Increased players and volunteers in line with above targets | Club Committee | Every September | Nil <i>Ongoing</i> |

6 - SECTION: Nicolas Breakspear RACE EQUALITY

Aim

- To increase the opportunities for people from ethnic minority groups to access the Astro turf for a variety of sports events

Achievement Targets

- Involve Schools in the partnership with high ethnic minority groups for competition
- One slot per week to be allocated to ethnic minority group

Plan

| Objective (what needs to be done?) | Tactic (how do you intend to achieve your objective?) | Achievement Target (what will be achieved?) | Responsibility | Timescale (when will you complete your objective?) | Finance (how much is it going to cost?) |
|---------------------------------------|---|--|------------------------|---|--|
| Target specific Schools | Through SSP contacts | Competition / Mini Competition | Compt Manager | Sept – July 2012-13 | (Medals / Trophy) £50 |
| Link with Sports Development | SDO / Faculty manager to organise sessions Work with St Albans City Youth in the Community using their partnership links e.g. Active St Albans | Adults from Ethnic Minorities to attend sessions | Faculty manager / SDev | Sept – July 2012-13 | Budget of £250 per annum |

7 - SECTION: SOCIAL INCLUSION

Aim

- To ensure that people of all social backgrounds have the opportunity to play sport including football

Achievement Targets

- 25 people from areas of deprivation

Plan

| Objective (what needs to be done?) | Tactic (how do you intend to achieve your objective?) | Achievement Target (what will be achieved?) | Responsibility | Timescale (when will you complete your objective?) | Finance (how much is it going to cost?) |
|---|---|--|----------------|---|---|
| To attract people from hard to reach groups | Work with agencies such as Positive Futures, Youth Services and local Police | 5 people per year referred from key partners | Club Committee | 5 people Year 1 5 people Year 2 5 people Year 3 5 people Year 4 5 people Year 5 | £200 per annum fro free places To be reviewed |
| Encourage more people from areas of deprivation | Promote and advertise club in areas of deprivation Work with St Albans City Youth in the Community | 5 people per year from areas of deprivation | Club Committee | 5 people Year 1 5 people Year 2 5 people Year 3 5 people Year 4 5 people Year 5 | £200 per annum fro free places To be reviewed |

Aim

- Target groups from the deprivation areas of St Albans to allow them usage and access to sporting opportunities

Achievement Targets

- Organise structured competitions for pupils from Schools in deprived areas.
- Open session in evening for adults

Plan

| Objective (what needs to be done?) | Tactic (how do you intend to achieve your objective?) | Achievement Target (what will be achieved?) | Responsibility | Timescale (when will you complete your objective?) | Finance (how much is it going to cost?) |
|---|--|---|---|--|---|
| Liaise with District Council and Sports development and Active St Albans to target deprivation Schools and Adults | Target specific Schools and Groups through contact links. Allocate evening slot | Competition Adults attending sports sessions | Compt Manager Faculty Manager / Sports Development | Sept – July 2012/13 Sept – July 2012/13 | Medals & Trophy £50 Budget of £100 per annum |

8 - SECTION: HEALTH

| Aim |
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| <ul style="list-style-type: none"> To promote healthy lifestyles through sport and increase participation in physical activity |

| Achievement Targets |
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| <ul style="list-style-type: none"> 2 Healthy Lifestyles Awareness courses run each year City Youth supported to provide diet advice to players |

| Plan | | | | | |
|--|--|---|-------------------------------------|---|---|
| Objective (what needs to be done?) | Tactic (how do you intend to achieve your objective?) | Achievement Target (what will be achieved?) | Responsibility | Timescale (when will you complete your objective?) | Finance (how much is it going to cost?) |
| To promote physical activity through football activities in courses provided in the City Youth and NB School Community Sport programme | <ul style="list-style-type: none"> Provide taster football sessions as a fun physical activity within Healthy Lifestyles Awareness courses Promote football through Family Learning activities i.e. Dads and Lads sessions Provide exit routes for participants to play recreation/club football or become a football volunteer | <ul style="list-style-type: none"> 2 Family Learning courses to include football activities 2 Healthy Lifestyles courses run per year Football sessions provided for young people at risk of obesity through PCT links | Football Coordinator and School PCT | <p><u>Year 1 and Ongoing</u> Dads and Lads sessions</p> <p><u>Year 2 and Ongoing</u> Healthy Lifestyles Awareness courses established</p> <p><u>Year 2 and Ongoing</u> Football sessions provided for PCT group of obese young people</p> | <p>Courses subsidised through Extended Services programme</p> <p>Ongoing</p> |

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| Plan | | | | | |
|--|---|---|---|---|--|
| To promote healthy lifestyles and good diet among football players | Organise health professionals to provide workshops for coaches, players and parents. Provide information participating members | Players and their parents in all teams have access to information about healthy diet and life styles | Football Co-ordinator working with Heath partners | Year 2 and Ongoing Information and workshops provided for participating members | Annual budget of £100 for leaflets <i>Ongoing</i> |
| To use football in School Sport Partnership Healthy Schools activities to encourage young people to be active and eat a healthy diet | <ul style="list-style-type: none"> • Use football activities to support health awareness and fitness testing programmes at schools • Provide information for schools promoting physical and healthy eating using a football theme | <ul style="list-style-type: none"> • All schools to have resources to feature football related activities in health promotion work | Football Co-ordinator working with SSCO | Year 1 and Ongoing Information made available for schools | No extra Cost <i>Ongoing</i> |
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8 - SECTION: Nicolas Breakspear HEALTH

Aim

- Encourage more children and adults to participate in sport and physical activity

Achievement Targets

- Parents Fitness Club
- Other clubs to use facilities
- Exercise referral scheme
- G + T Camp

Plan

| Objective (what needs to be done?) | Tactic (how do you intend to achieve your objective?) | Achievement Target (what will be achieved?) | Responsibility | Timescale (when will you complete your objective?) | Finance (how much is it going to cost?) |
|---------------------------------------|--|--|---------------------------------|---|--|
| N.B parents MOT evening for fitness | Organise sessions – letters sent to home addresses | Parents attend sessions to improve fitness | PE Dept + SSP Staff | Sept – July 2012/13 | Self funding |
| Advertise sessions to other sports | Through CSW and Sports Development Network | Other sports using Astro turf | Faculty manager / Linked to PDM | September onwards | |
| G + T Camp | Through work of SSP | 65 primary children to attend Summer Holliday camp | PDM + SSP Staff | Easter 2013 July 2013 | |
| Target exercise referral group | Link with Health S.D.O | Referral group allocated slot for usage | Health / Dev Officer | Sept – July 2012/13 | |

9 - SECTION: Football in Education

| Aim | | | | | |
|---|--|---|--------------------------|---|---|
| <ul style="list-style-type: none"> Work in the Community promoting Sport including Football | | | | | |
| Achievement Targets | | | | | |
| <ul style="list-style-type: none"> 20 new level 1 coaches per year Maintain existing and identify new School – Club Links | | | | | |
| Plan | | | | | |
| Objective (what needs to be done?) | Tactic (how do you intend to achieve your objective?) | Achievement Target (what will be achieved?) | Responsibility | Timescale (when will you complete your objective?) | Finance (how much is it going to cost?) |
| Expand School Club Links | Seek out and establish partnership links with local Schools for the promotion of St Albans City Youth - Football within the community. | To date the club has established partnerships with the following Schools: Astley Cooper School, Wheatfield's School, Marlborough School Sandringham School, Nicholas Breakspear School, Verulam, STAGS, Loreto College, Cunningham Hill, Garden Fields | Club Development Officer | Schools reviewed on an Annual basis | £2K per annum <i>Ongoing work taking place using the clubs apprentice programme</i> |
| St Albans City Youth Coaching in the Community | Club to carry out coaching courses for local Schools and obtain grant funding for students to obtain Level 1 and 2 coaching badges. | Funding obtained, Courses held for Astley Cooper School, Wheatfield's School, Marlborough School Sandringham School, Nicholas Breakspear School, Verulam, STAGS, Loreto College, Cunningham Hill, Garden Fields. Schools are reviewed every Six months. | Club Development Officer | 25 Year 1 27 Year 2 29 Year 3 31 year 4 33 year 5 | £9k per annum More coaches could be trained if additional funding became available. <i>Achieved and ongoing</i> |

10 - SECTION: Girls Football

Aim

- Promote and expand the participation of Girls Football

Achievement Targets

- Increase the number of Age groups available
- Encourage players and former players to train as coaches for the benefit of the Girls Section
- Increase the number of School Club links
- Promote Player pathways

Plan

| Objective (what needs to be done?) | Tactic (how do you intend to achieve your objective?) | Achievement Target (what will be achieved?) | Responsibility | Timescale (when will you complete your objective?) | Finance (how much is it going to cost?) |
|---------------------------------------|---|--|--|---|--|
| EXPAND GIRL'S FOOTBALL (1) | Partners are essential to a successful Girls section. Approach the following: Sports Development officer of Local Authority, County Football Association, Local Schools, Local Football Clubs and the Club's own members. | To build on the current Girls Section by expanding the number of age groups covered. | Club Development Officer and Managers of Girls Teams | 2012-13 | £1000 per annum <i>Ongoing, increased budget is available when required</i> |

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| Plan | | | | | |
|-----------------------------------|---|---|---|---|--|
| EXPAND GIRL'S FOOTBALL (2) | Form partnerships with the other leading providers of Girls Football within St Albans | Run a Girls team with players from the leading providers of Girls Football within St Albans to encourage a higher participation level. | Club Development Officers from the leading Clubs within St Albans | 2011-12 and ongoing | £500 per annum <i>Ongoing, increased budget is available when required</i> |
| EXPAND GIRL'S FOOTBALL (3) | To work with County FA and County Sports Partnership to access support to deliver 3Lions courses in local schools for girls (to generate interest) Advertise in Local paper | Establish additional Girls Teams | Club Development Officers from the leading Clubs within St Albans | | £1,500 per team <i>Ongoing, increased budget is available when required</i> |
| COACHING | Appoint experienced Women's Coaches. The County F.A. will help and F.A. Courses are available. Local Girls' Schools may have qualified coaches who could join Club. | Encourage players from the clubs Girls teams (Under 16's and above) and local Schools to qualify as Level One Coaches | Club Development Officer | 2011 – ongoing 18 Coaches Year 1 Year 2 onwards to be assessed. | Cost included in level 1 course costs in the section above <i>Ongoing</i> |
| SCHOOLS LINKS | Establish links with local Schools to promote Girls Football. St Albans City in the Community to run 2 school festivals each year | Links established with Marlborough School, Nicholas Breakspere School, Wheatfield's School etc. Girls Football Leaflet funded and produced. Grants obtained to purchase audio visual equipment and the production of a Video promoting local girls football. Members of the club have carried out talks at local Schools and showed the clubs Girls Football Video to help promote the sport. | Club Development Officer | 2011 - ongoing | £200 per annum <i>Ongoing</i> |

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|--------------------------|---|--|---|----------------|---|
| PLAYER PATHWAYS | As a Charter Standard club establish links with local Girls Academy clubs, Arsenal and Watford as an outlet for gifted players. | Pathways in place, a number of Girls are now with Arsenal Ladies. St Albans FC Ladies have agreed that girls can take part in training sessions. In addition establish an outlet with London Colney Ladies FC for players as a progression after youth football. | Club Development Officer | 2011 - ongoing | Minimal <i>Ongoing</i> |
| St Albans City Ladies FC | Establish a new club as a pathway for Girl Players | Club established and registered with the Herts FA for the 2011/12 season | Press Officer to be new clubs secretary | 2011/12 | Club to provide an initial £700 grant to help the club become established. <i>Achieved</i> |

10 - SECTION: Nicolas Breakspear Girls Football

| Aim |
|--|
| <ul style="list-style-type: none"> ○ To increase the opportunities for Girls to participate in and develop their football and sporting skills |

| Achievement Targets |
|---|
| <ul style="list-style-type: none"> ○ Increase the number of teams ○ Increase the amount of training |

| Plan | | | | | |
|--|--|---|----------------|---|--|
| Objective (what needs to be done?) | Tactic (how do you intend to achieve your objective?) | Achievement Target (what will be achieved?) | Responsibility | Timescale (when will you complete your objective?) | Finance (how much is it going to cost?) |
| Increase the number of Girls Competitive teams | 1 team per year group | Every Year group will have a team that competes in District / County competitions | Head of PE | 01/09/12 | £100 per annum |
| Increase Girls participation | Regular training After School club with St Albans City Youth in the Community | All year Groups to have 1 training session per week | Head of PE | 01/09/12 | £300 per annum |

11 - SECTION: DISABILITY FOOTBALL

Aim

- Promote and expand the participation of Disability Football

Achievement Targets

- Increase the number of participants
- Encourage players and former players with disabilities to train as coaches for the benefit of the Section
- Increase the number of Club links
- Work closely with other local clubs for the benefit of the players

Plan

| Objective (what needs to be done?) | Tactic (how do you intend to achieve your objective?) | Achievement Target (what will be achieved?) | Responsibility | Timescale (when will you complete your objective?) | Finance (how much is it going to cost?) |
|---------------------------------------|--|---|-------------------------------------|---|---|
| Increase the number of participants | Establish more links with local special needs groups through St Albans City Youth in the Community | Links established with SSCO's, Watford FC and Special needs groups e.g. Special Olympics. Leaflet funded and produced. Grants obtained to purchase sporting equipment and for sports related trips Joint promotion with Special Olympics Lunchtime clubs at special needs schools Play more friendly games. Run our own annual festival | Club Disability Development Officer | 2011 ongoing | £2500 per annum <i>Ongoing</i> £200 per annum |

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| Plan | | | | | |
|---|---|--|-------------------------------------|-------------------------------|--|
| Encourage players and former players with disabilities to train as coaches for the benefit of the Section | Use role models from the group to encourage others to progress | Create our first Role Model – Dan Rogers then Tom Ward Look initially to train 3 disabled players to become Level 1 coaches | Club Disability Development Officer | 2011 ongoing | £2400 per annum £500 per annum |
| | Develop alongside mainstream coaches | Look to develop one of these coaches so they are prepared for Level 2 Look to train a further 3 Level 1 coaches from this group Look to run a career programme for this group Look at the feasibility of an apprentice scheme | Club Development Officer | 2011 2012 | £1000 per annum £5000 per apprentice per annum Achieved and ongoing process |
| Increase the number of Club links | Ask our existing contacts through St Albans City Youth in the Community to give us new contacts | Ask the players to tell us about possible new links Ask SSCO's to give us a new contact Visit 2 new disability groups every year | Club Disability Development Officer | 2010 on going 2011 2011 | £1000 per annum Ongoing |
| Work closely with other local clubs for the benefit of the players | Provide useful work contributions to Herts FA and Special Olympics | Provide Joe Goude (HDFP) with our management expertise through SACY in Community. Offer weekly coaching assistance to Susi at Special Olympics Complete at least one shared activity | Club Disability Development Officer | 2011 on going 2011 | £500 Ongoing |

| Aim |
|---|
| <ul style="list-style-type: none"> ○ Allow young people / adults with disabilities to access the sporting facilities |

| Achievement Targets |
|---|
| <ul style="list-style-type: none"> ○ Host a Special Schools Sports Tournament. ○ Special Olympics Sessions ○ Playground 2 Podium multi sports events ○ Include their needs in our AWP plans |

| Plan | | | | | |
|---|--|---|------------------------|---|--|
| Objective (what needs to be done?) | Tactic (how do you intend to achieve your objective?) | Achievement Target (what will be achieved?) | Responsibility | Timescale (when will you complete your objective?) | Finance (how much is it going to cost?) |
| Organise Special School event | Through SSP Contacts | Special Schools events held | PDM and Compt Manager | September – July 2012/13 | |
| Advertise Astro Turf Facility to Special Olympics | Contact Special Olympics SDO | Special Olympics Group using facility | Facility manager | Sept – July 2012/13 | |
| Organise P2P Club | Through SSP | P2P Club using facility for a minimum of 6 Sessions | PDM / Facility manager | Sept – July 2012/13 | |

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| Plan | | | | | |
|-----------|--|----------------------------|------------------|---------------------|--|
| AWP Plans | Involve St Albans City Youth in the Community in the planning process for phase 2 of the project | A fully inclusive facility | Facility Manager | Sept – July 2012/13 | |

12 - SECTION: WORK IN THE COMMUNITY

Aim

- To actively extend the work of the club into the local community – St Albans City Youth in the Community

Achievement Targets

- To train, motivate and inspire young people in the community through the power of sport

Plan

| Objective (what needs to be done?) | Tactic (how do you intend to achieve your objective?) | Achievement Target (what will be achieved?) | Responsibility | Timescale (when will you complete your objective?) | Finance (how much is it going to cost?) |
|--|--|--|----------------|---|--|
| Deliver the details community plan – St Albans City youth in the Community | See detailed plan | Annual targets for Community involvement and best practice | Trustees | Annually | £37,000 per annum (Main stream Apprentice £12K, Disability Apprentices £9K, Mentor £5K, Equipment £3K, Travel £2K, Young Coaches 5K, Courses £1K) |
| Hardship cases to participant in our teams and Community work | See detailed plan | Annual targets for Community involvement and best practice | Trustees | Annually | £5000 to allow for hardship cases <i>Achieved and ongoing</i> |

13 - SECTION: COMMUNICATIONS & MARKETING

Aim

- To actively promote and market all football opportunities available

Achievement Targets

- Optimum number of players in all squads
- Optimum number of teams
- Number of new volunteers attracted is in line with development of the clubs expansion
- Number of Committee members and trustees in line with the clubs development
- 3 annual award events per year segmented by age
- Minimum of 12 favourable press releases per year
- Apply for County FA Charter Standard Awards
- Website Developed

Plan

| Objective (what needs to be done?) | Tactic (how do you intend to achieve your objective?) | Achievement Target (what will be achieved?) | Responsibility | Timescale (when will you complete your objective?) | Finance (how much is it going to cost?) |
|---------------------------------------|--|--|----------------|---|--|
| | | | | | |

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| Plan | | | | | |
|--|--|--|-----------|------------------------------|--|
| To increase the awareness of football playing opportunities in the local community | To actively promote the playing opportunities through posters in local community centres, schools and other community venues Introduce role models in Community through St Albans City Youth in the Community | Additional Players joining the club (See Club Development Table) | Committee | Ongoing for life of the plan | £500 yearly Achieved |
| To advertise for volunteers | Work with partners at CVS and HSP Promote opportunities through word of mouth, posters, leaflets and local media Promote through parents of members | Volunteers number increased in line with the increase of new teams | Trustees | | £100 yearly Ongoing |
| Seek recognition of good football development work and recognise important role of club volunteers | To apply for County FA Charter Standard Awards To apply to HSP for County awards for key individuals within club | | Trustees | | HFA CS Community Club of the Year 2013 St Albans District Council Community Club of the Year 2013 HSP Community Club of the Year 2013 |
| Volunteers long service awards | Recognise long service within the club, aimed at managers, coaches and general helpers. | Each season present long service certificates Thank you to key people Regular feedback gathered and acted upon | Trustees | Annually | £50 Not yet commenced |

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| Plan | | | | | |
|---|---|---|-------------------------------|--------------|--|
| To advertise success | To run an annual awards night and issue ongoing press releases to local media | 3 annual award events and minimum of 12 press releases | Secretary and Press Secretary | Annually | £4,500 Awards Day Annual Cost <i>Achieved and ongoing</i> |
| Increase the general awareness of the football club | Expand the club website to highlight the work in the community | Website developed and maintained as a leading site for Sport and Community activity Website developed as a record of the Community work and achievements | Chair of Trustee | Update daily | £1.5k annually <i>Ongoing</i> |

Appendix A

| All Weather Training facility - Programme of usage | | | | | | | |
|--|-----------------------------------|---|---------------------------------|--------------------------------|--------------------------------|---|-------------------|
| | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday |
| 08:00 – 09:00 | ▶ | ▶ | ▶ | ▶ | ▶ | Girls & Boys 7 a Side Football matches (Inter School) | ▶ |
| 09:00 – 10:00 | School Curriculum | School Curriculum | School Curriculum | School Curriculum | School Curriculum | Girls & Boys 7 a Side Football matches (Inter School) | ▶ |
| 10:00 – 11:00 | School Curriculum | School Curriculum | School Curriculum | School Curriculum | School Curriculum | SACYFC Training | ▶ 11 a side match |
| 11:00 – 12:00 | School Curriculum | School Curriculum | School Curriculum | School Curriculum | School Curriculum | SACYFC Training | ▶ 11 a side match |
| 12:00 – 13:00 | School Curriculum | School Curriculum | School Curriculum | School Curriculum | School Curriculum | SACYFC Training | ▶ SA Cricket |
| 13:00 – 14:00 | Interform Year 7 | Interform Year 8 | KS3 Football Social league | KS4 Football Social league | Girls Hockey / Yr 7 Boys Rugby | Community Sport | ▶ SA Cricket |
| 14:00 – 15:00 | School Curriculum | School Curriculum | School Curriculum | School Curriculum | School Curriculum | Community Sport | SACYFC Disability |
| 15:00 – 16:00 | District Girls Hockey mini league | Protec / 6 th Form Football practice | Yr 7 Football / Gaelic Football | Girls / Boys Football Practice | Protect / Watford Double Club | Community Sport | SACYFC Disability |
| 16:00 – 17:00 | District Girls Hockey mini league | Protec / 6 th Form Football practice | Yr 7 Football / Gaelic Football | Girls / Boys Football Practice | Staff Football | | |
| 17:00 – 18:00 | Community Sport | Community Sport | Special Olympics | Community Sport | Staff Football | | |
| 18:00 – 19:00 | SAC First Team | SACYFC Girls | SACYFC Boys | SACYFC Boys | SACYFC Boys | | |
| 19:00 – 20:00 | SAC First Team | SACYFC Girls | SACYFC Boys | SACYFC Boys | SACYFC Disability | | |
| 20:00 – 21:00 | Vets Football | SACYFC Girls | SACYFC Boys | SACYFC Boys | | | |
| 21:00 – 22:00 | Vets Football | SACYFC Girls | SACYFC Boys | SACYFC Boys | | | |

Appendix B

Highfield Park (HP) Expansion – Initial Plan

- Oakland's College have signed over the land on a long term lease to the Trust, stone picking days have been carried out on the new field with some of the younger age groups and St Albans City Youth in the Community groups (players and parents).
- HP Trust and St Albans City Youth in the Community look to complete other Community based activities to prepare the land and the infrastructure at HP e.g. Weed clearance, hedge cutting, create a children's play area
- We have agreed a way forward with the HP Trust for the work that needs to be done to establish additional football pitches on the field, these are as follows:
- Obtain costing for the drainage and playing surface work – **achieved.**
- Examine if planning consent is required for the change of use for the field from Agriculture to Sports Field. – HP Trust to action. **First no now yes, in process**
- Club Licence, existing licence to be reviewed to incorporate the new land. New 25 year license required. – HP Trust and Mervyn to action **In process**
- Once the above information is in place we can work out a funding plan to identify how much we need to apply for from the Football Foundation bearing in mind they can fund up to around 60%. Mervyn and the Trust to action. **Not required**
- Once all of the above is in place prepare the funding application to the Football Foundation. Mervyn to action. **Not required**