



Leighton United Football Club

FOOTBALL DEVELOPMENT PLAN

2022 – 2027



L.U.F.C
DARE TO DREAM



ACCREDITED
PART OF ENGLAND FOOTBALL

EDITION: 01

MARCH 2023

CLUB HISTORY

The club was established in 1985 by a group of local parents when one team was formed at the under 12 age group level. At that time the club was called the BR Foxes FC (BR standing for Brooklands Residents - a suburb of Leighton Buzzard in South Bedfordshire).

The blue and white colours and the use of the word 'Foxes' in the club's name came about as a result of the founders visiting Leicester City and a subsequent desire to model the club on the friendly, family atmosphere experienced at Leicester. In those early days a day out at Leicester City was a regular feature of the season for Foxes players.

In 1989 the club changed its name to become Leighton Foxes FC. By then the club had expanded from one to six youth teams, had set up a nursery section offering coaching to under 9's, appointed a club coach, ran a senior team (and even had a netball section).

A year later in 1990 the club purchased 3.0 hectares of farmland near the village of Tilsworth (approximately 4.5 kilometres from Leighton Buzzard) and established four football pitches. The main sources of finance were a bank mortgage (for which some of the founders were personally liable), personal loans from three trustees and extensive fund-raising activities. In subsequent years an unmetalled roadway, car park and temporary buildings were installed. Final payment on the money borrowed was made in 1995. All this was achieved by volunteers without any form of financial assistance.

In the mid 1990's the club changed its name again to become Leighton United FC and adopted a policy of 'Investing in Youth'. Football Association Charter Standard Community Club status was initially awarded in 2002 and has been retained since then. In 2006 the club was awarded the Charter Standard Community Club of the Year accolade by the Bedfordshire Football Association. The club currently holds Charter Standard Development Club status.

A major landmark in the club's history was the opening of a state-of-the-art clubhouse in October 2007 for which substantial funding was received from the Football Foundation. Significant investment in pitch improvement work has also been made (again with generous financial assistance from the Football Foundation) to provide playing surfaces that are now amongst the best in the area.

Leighton United is now a totally self-funding not-for-profit voluntary organisation. Club property is vested in custodians and the club is managed by a Management Committee appointed at the annual general meeting. Participation, whether it be as officials, coaches, or players, is open to anyone in the local community with an interest in association football.

The club provides opportunities for over 350 youngsters (boys and girls) between the ages of 6 and 18 plus older players in adult teams to enjoy playing football in a safe environment and on good quality pitch surfaces for home matches. Players come from a broad cross-section of the local community and beyond.

All lead team coaches are at least qualified to FA Coaching Level 1, with some to the higher Levels 2 and 3 and above) and have FA safeguarding and first aid certifications. All coaches and assistants/team helpers are FA Disclosure and Barring Service (DBS) checked. The club actively encourages players aged 16 and over to take up coaching.

These investments have been reflected in success both on and off the pitch.

VISION

Implementation of the Football Association's Grassroots Footballing Vision:

- 'To produce technically excellent and innovative players, with exceptional decision making skills.'
- 'To train, develop, qualify and support more innovative coaches who are excellent teachers of the game.'

MISSION

- To invest in youth football.
- To maximize opportunities for playing football (within facility constraints)
- To provide high quality of coaching and implementation of best practice
- To develop players to their full potential.
- To build more winning teams.
- To ensure football is enjoyable.
- To provide high quality playing facilities.
- To be an asset to the local community.

FOOTBALLING PHILOSOPHY

The club's footballing philosophy is outlined as follows:

- Through developing challenging, but supportive learning environments that see no differential between training or game time, we will consistently provide appropriate opportunities to equip all our players with a variety of capabilities to adapt to multiple scenarios, so enabling them to develop and deliver effective and creative playing solutions.

OBJECTIVES

Objectives are intended to be SMART:

Specific

Measurable

Achievable

Relevant

Timely

FOCUS

Bedfordshire FA have previously asked that clubs actively promote ‘a real focus’ to all involved with the club (committee, managers, coaches, players, volunteers, supporters et. al) by focusing on three objectives in the development plan that will really make a difference/impact and for these to be visible to all. For the 2022 – 2023 season it is proposed these will be:

- Develop more new teams in younger age groups, subject to constraints of pitch capacity at the club’s ground and the availability of coach volunteers.
- Continued provision of good quality playing surfaces at the club’s home ground.
- Delivery of an annual club events programme.

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The format of the Plan aims to comply with FA guidelines for England Football Accredited Clubs.

TIMESCALES

Year 1: Football season 2022 - 2023.

Year 2: Football season 2023 - 2024.

Year 3: Football season 2024 - 2025.

Year 4: Football season 2025 - 2026.

Year 5: Football season 2026 – 2027.

KEY

BFA Bedfordshire Football Association

CBC Central Bedfordshire Council

TBD To be determined

Years 1-3 Spread over years 1 to 3 (example)

NB.

‘Costs’ indicate where direct costs will be incurred by the club. It is generally not possible to predict actual costs.

Responsibilities are indicated as per positions held by club officials at the start of the 2022 - 2023 football season.

Target dates for objectives carried over from the previous plan have been adjusted where necessary. For clarity purposes the original target dates are not shown.

INTRODUCTION

This is the seventeenth Football Development Plan. The first covered the 4 years from the start of the 2002 - 2003 football season to the end of the 2005 calendar year, with the second running from January 2006 to the end of the 2006 - 2007 football season. At this point rolling five-year programmes were introduced so the third plan covered the period 2007 - 2012.

No new edition was produced for the 2020 – 2021 football season due to uncertainties and lockdowns caused by the Covid-19 pandemic.

This new edition now runs for the five years from the start of the 2022 - 2023 football season to the end of the 2026 - 2027 season. In normal circumstances plans are reviewed annually, as soon after the start of the season as reasonably possible, when the team structure within the club for the forthcoming season has been established.

In this plan the terms ‘Team Manager’ and ‘Coach’ are interchangeable and are often the same person.

1. RUNNING THE CLUB - CLUB DEVELOPMENT

AIM: To ensure the Club operates effectively and efficiently in order to sustain its activities.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Maintain club governance and strategic guidance.	Club operates as a self-funding, not for profit voluntary organization.	Years 1-5.	Management Committee.	None.	Maintain status.	Ongoing.
	Club is run by a Management Committee, appointed at each annual general meeting, in accordance with the club rules (constitution). Committee structure is outlined in the club rules.	Years 1-5.	Management Committee.	None.	Annual appointment of Management Committee members.	At the AGM.
Annual General Meeting.	Arrange an annual general meeting.	Years 1-5.	Chair.	None.	Meetings held.	Not necessary.
Arrange Management Committee meetings.	<p>Arrange at least four Management Committee meetings per season (appropriately spaced).</p> <p>Formal records of each meeting will be produced and confidentially circulated to committee members.</p> <p>Copies of meeting agendas will be placed on the club website.</p>	Years 1-5.	<p>Chair.</p> <p>Chair. Record author.</p> <p>Chair. Communications Coordinator.</p>	<p>None.</p> <p>None.</p> <p>None.</p>	<p>Number of meetings.</p> <p>Records.</p> <p>Agendas.</p>	Meeting schedule may be subject to change, depending on matters needing determination.
	Sub-groups may be established for specific tasks at the discretion of the Management Committee or the AGM.	Years 1-5.	Management Committee. AGM.	None.	Establishment.	As required.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
	Decision making process: External ideas/proposals come forward > Reviewed by relevant Management Committee Lead > Proposal put to committee by Lead > Proposal endorsed or rejected by the Management Committee.	Years 1-5.	Management Committee.	None.	Implementation.	Ongoing.
	Review club rules (constitution). Management Committee to agree changes. Major changes to be presented to the next AGM.	Years 1-5.	Management Committee. Chair.	None.	Review annually. Issue of new editions.	As indicated here.
	Review club policies and procedures, in consultation with the Management Committee.	Years 1-5.	Chair or designated reviewer. Management Committee.	None.	Issue of new editions as and when required.	As indicated here.
	Place new editions on the club website. Hard copy set to also be available in the clubhouse.	Years 1-5.	Communications Coordinator. Chair or designated reviewer.	None.		
	Identify need for new policies or procedures (including with reference to legal requirements and FA initiatives (e.g. Respect).	Years 1-5.	Management Committee. Chair. Authors.	None.	Publishing of new policies and procedures as required.	Ongoing.
Responsibility for club property.	Vested in custodians in accordance with the club rules (constitution).	Years 1-5.	Custodians appointed by the Management Committee and named on the Land Registry Property Register.	None.	Have at least two custodians at any one time (there are currently four).	Periodic review by the Management Committee to ensure custodians are still linked to the club.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Football Association affiliation.	Pay annual affiliation fees to Beds FA (BFA).	Years 1-5.	Club Secretary. Treasurer.	As determined by the BFA.	Continued affiliation.	Annual renewal.
Ensure adequate public liability insurance cover.	Determine public liability ('sports liability') cover required and pay annual fees (simultaneous with FA affiliation fees).	Years 1-5.	Club Secretary. Treasurer.	As appropriate for level of cover required.	Continuation of insurance cover.	Annual review by Secretary.
	Keep the Coaching Group informed of insurance conditions.	Years 1-5.	Chair or Head Coach.	None.	Awareness.	As required.
Maintain club accounts.	Submit an annual audited financial statement to Beds FA in compliance with FA requirements and to the AGM.	Years 1-5.	Treasurer. Appointed auditor.	Audit costs.	Beds FA and AGM acceptance of accounts.	Annual.
Business plan	Maintain a forward financial year budget forecast (in effect a business plan).	Years 1-5	Treasurer. Management Committee.	None.	Keep forecast up to date.	Management Committee to periodically review financial year plan.
Fundraising.	Continued operation of the tea bar.	Years 1-5.	Events Manager. Volunteers.	Stock.	Income stream.	Performance reports to Management Committee meetings.
	Organisation of fundraising events.	Years 1-5.	Management/ coordination of events by the Events Manager. Publicity by the Communications Coordinator. Volunteer helpers.	TBD.	Events held and income.	Annual events schedule.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Sponsorship	Seek sponsorship for the club as a whole and for individual club teams.	Years 1-5.	Sponsorship & Communications Coordinator. Team Managers/Coaches. Management Committee.	TBD.	Level of sponsorship funding obtained.	Via Management Committee.
Annual events programme	Devise and implement an annual programme of club specific events and as a host for events by other organisations. Programme as agreed by the Management Committee. NB. Those for other organisations will be demanded.	Years 1-5.	Events Manager. Management Committee. Communications Coordinator. Volunteer helpers.	TBD.	Successful delivery of the events programme.	Via Management Committee. A Management Committee meeting may be specifically convened each spring to plan for summer events.
Playing fees.	Playing fees for each season will be advocated by the Management Committee, ratified at the AGM, and confirmed in the Playing Fees Policy. Fees should be paid as a lump sum at player registration/pre-season or by two installments, one at player registration and the second by the end of September. Players joining during the season pay as per the Playing Fees Policy.	Years 1-5. Years 1-5.	Management Committee. Chair or policy author. Club League Secretaries. Coaches/Team Managers and Administrators. Treasurer.	None. None.	Implementation. Maximise timely collection of fees.	Annual by the Management Committee. Ongoing.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
	Discounts for Team Managers/Coaches and Management Committee members – confirmed in the Playing Fees Policy.	Years 1-5.	As determined by the Management Committee.	TBD each season.	Level of discounts.	Income foregone monitored by the Treasurer. Review by the Management Committee.
	Any refunds will be determined in line with the Playing Fees Policy.	Years 1-5.	Treasurer. Chair.	None.	Level of refunds.	Annual.
All teams to have playing kit in the club's corporate colours.	Keep provision of kit under continuous review.	Years 1-5.	Head Coach and Kit Manager. Management Committee.	None.	Review.	Continuous.
	Provide new kit when considered necessary on a priority need basis and in accordance with the Football Kit and Equipment Policy.	Years 1-5.	Head Coach and Kit Manager. Management Committee.	Kit costs – potential major expense - TBD.	Provision of kit.	Kit replacement strategy and spending reviewed periodically by the Management Committee.
	Socks will be renewed annually.	Years 1-5.	Head Coach and Kit Manager.	TBD.	Provision of kit.	
	Liaison with the chosen kit supplier. A team can own training kit if it is fully sponsored. Non-sponsored playing kit is owned by the club. The payment of playing fees implies no ownership of kit by players/parents.	Years 1-5.	Kit Manager and Head Coach.	None.	Relationship and account management.	Ongoing.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
New playing equipment.	Acquire new playing equipment or replace existing as required.	Years 1-5.	Management Committee. Head Coach and Kit Manager. Treasurer.	TBD.	New equipment provision.	As required.
Transition from FA Charter Standard Development Club status to an FA England Football Accredited scheme club. Under the new FA England Football Accredited scheme (replacement for Charter Standard), aim to be at least a 2-star club. (3-star requires running a disability team which we don't have)	Manage transition. Complete England Football Accredited scheme requirements and submit application by the 30 April 2023 deadline.	Year 1. Year 1.	Management Committee. Chair. Charter Standard Coordinator. Chair.	None. None.	Achieve annual renewal of certification. Application acceptance.	As required. As required.
Attend mandatory BFA in-service meetings	Attend all appropriate meetings.	Years 1-5.	Chair et. al.	None.	Attendance.	Ongoing.
Complete mandatory FA Club Annual Health Check.	Keep coaches football-related certifications under review. Ensure compliance with FA requirements.	Years 1-5. Years 1-5.	Chair. Head Coach. Chair. Head Coach.	None. None.	BFA confirmation of health check completion.	Annual. Ongoing.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Maintain a Football Development Plan in line with FA mandatory requirements for Charter Standard development/England Football Accredited clubs.	Produce a revised Football Development plan annually on a 5-year rolling cycle.	Years 1-5.	Chair. Management Committee.	None.	Management Committee ratification.	Annual.
	Arrange for copies of the current plan to be placed on the club's website and in the clubhouse.	Years 1-5	Chair. Communications Coordinator.	None.	Completion.	Annual.
	Provide copies to BFA as required.	Years 1-5.	Chair.	None.	Completion.	Annual.
Further improve club communications.	Review website provider and make recommendations to the Management Committee.	Year 1.	Communications Coordinator.	Annual website subscription.		
	Further club website and social media improvements.	Years 1-5.	Communications Coordinator. Management Committee members.	TBD.	Ongoing.	By Communications Coordinator and Management Committee.
	Management Committee Leads to provide material for website	Years 1-5.	Management Committee.	None.	Number of articles submitted to the Communications Coordinator.	
	Publicise Management Committee roles and how club officials can be contacted via the website.	Years 1-5.	Communications Coordinator.	None.	Keep contact details up to date.	By Communications Coordinator.
	Forward communications received via the website to the relevant Management Committee Lead.	Years 1-5.	Communications Coordinator.	None.	Number of communications received via website.	Communications Coordinator as required.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
	Keep club communications strategy and social media guidance for club coaches and officials updated.	Years 1-5.	Communications Coordinator.	None.	Keep up to date and issued for awareness.	As required.
Manage personal data.	Manage data in accordance with the General Data Protection Regulations 2018 and the Club Privacy Notice.	Years 1-5.	All who hold personal data on players, coaches, club officials and volunteers helping the club. Chair – GDPR coordinator. Club Secretary.	None.	Compliance.	Annual.
FA Whole Game System (WGS) management.	Load and maintain club details on the WGS.	Years 1-5.	Club Secretary and others with WGS access.	None.	Keep data up to date.	Ongoing.
	Load and maintain player data on the WGS.	Years 1-5.	Club Secretary. Club League Secretaries. Communications Coordinator.	None.	Keep data up to date.	Ongoing.
	Review and maintain safeguarding related data on the WGS.	Years 1-5.	Club Welfare Officers.	None.	Keep data up to date.	Ongoing.
	Ensure data on the WGS meets FA health check requirements.	Years 1-5.	Chair/Charter Standard Coordinator.	None.	Keep data up to date.	Ongoing. Annual health check of coach's credentials etc.
Safeguarding and welfare matters and related complaints.	Manage safeguarding issues and external and internal complaints relating to misconduct and safeguarding allegations.	Years 1-5.	Club Welfare Officers.	None.	Satisfactory resolution of cases.	Via Management Committee.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
	Raise appropriate safeguarding/welfare issues/complaints with the County Designated Safeguarding Officer.	Years 1-5.	Club Welfare Officers.	None.	Referrals.	Ongoing.
Awareness of safeguarding matters/requirements.	Ensure the Coaching Group, club officials and, when relevant the parent base are aware of safeguarding issues.	Years 1-5.	Club Welfare Officers.	None.	Information flow.	Ongoing.
Comply with FA Respect requirements.	Implement appropriate Respect programme requirements.	Years 1-5.	All.	TBD.	Compliance.	Ongoing.
Continue to be a partner club for the Cedars Upper School 3G artificial pitch facility.	Renew agreement/booking.	Years 1-5.	Head Coach.	TBD.	Agreements.	Annual.
	Provide information required by the hire agreement – including coaches and assistants DBS certificate numbers.	Years 1-5.	Head Coach. Club Welfare Officers.	None.	Satisfactory information provision	Ongoing.
	Attend meetings as arranged by the Facility Coordinator.	Years 1-5.	Head Coach or Chair.	None.	Meeting attendance.	Ongoing.
	Support events at the Cedars 3G facility.	Years 1-5.	Management Committee. Coaches/Team Managers.	TBD.	Participation.	Ongoing.
Community Amateur Sports Club Registration.	Maintain registration.	Years 1-5.	Chair. Management Committee.	None.	Continued registration.	As and when necessary.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Leighton-Linslade and District Sports Council membership	Maintain membership. Attend meetings (representing the club). Submit grant applications. Report to the Management Committee as appropriate.	Years 1-5.	Chair or club representative.	Annual subscription.	Meeting attendance.	Ongoing.

2. PLAYER DEVELOPMENT

AIM: To provide a positive and enjoyable environment for every player to develop skills to reach his or her potential as footballers.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
General	Provide opportunities for as many teams as practically feasible, within the limitations of pitch capacity at the club's ground and off-site locally and the availability of coach volunteers. (Unfortunately, due to pitch constraints it is not possible to provide 'football-for-all'.)	Years 1-5.	All.	None.	Team numbers. The number of teams starting 2022-2023 was 23, down by 4 on the previous season. Mainly due to older teenage teams folding for varying reasons.	Annual.
Development of Boys 5 Aside Football	Team squads to be selected on merit each year, following open trials when required. Teams will play in the Bedfordshire Mini-Soccer Football League and associated cups. Team registrations. Check player eligibility.	Years 1-5. Years 1-5. Year 1.	Team Managers. Team Managers. Club League Secretary. Club Secretary.	None. League registration fees. Match official fees.	Participation and number of teams.	Annual.
Teams in the 2022 – 2023 season: 1 at U7 and 2 at U8. In practice these can be mixed teams.						

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Development of Boys 7 Aside Football Teams in the 2022 – 2023 season: 2 at U9 and 1 at U10. In practice these can be mixed teams.	Team squads to be selected on merit each year, following open trials when required.	Years 1-5.	Team Managers.	None.	Participation and number of teams.	Annual.
	Teams will play in the Bedfordshire Mini-Soccer Football League, the Milton Keynes and District Development League and associated cups.	Years 1-5.	Team Managers.	League registration fees. Match official fees		
	Team registrations. Check player eligibility.	Year 1.	Club League Secretaries. Secretary.			
Development of Boys 9 Aside Football Teams in the 2022 – 2023 season: 1 at U11 and 1 at U12 In practice these can be mixed teams.	Team squads to be selected on merit each year, following open trials when required.	Years 1-5.	Team Managers.	None.	Participation and number of teams.	Annual.
	Teams will play in the Chiltern Youth Football League and associated cups.	Years 1-5.	Team Managers.	League registration fees. Match official fees.		
	Team registration. Check player eligibility.	Year 1.	Club League Secretary. Secretary.			

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Development of Boys 11 Aside Football Teams in the 2022 – 2023 season: 4 at U13, 2 at U14, 1 at U15. In practice these can be mixed teams.	Team squads to be selected on merit each year, following open trials when required.	Years 1-5.	Team Managers.	None.	Participation and number of teams. League positions and cup runs. Team disciplinary records.	Annual.
	Teams will play in the Chiltern Youth Football League, Milton Keynes & District Development League and associated cups.	Years 1-5.	Team Managers.	League registration fees. Match official fees.		
	Team registration. Check player eligibility.	Year 1.	Club League Secretary. Secretary.	Hire of off-site pitches.		
Development of Girl's Football Teams in the 2022 – 2023 season: 1 at U10 - 7 aside. 2 at U12 - 9 aside. 1 at U13 – 9 aside 1 at U14 – 11 aside 1 at U15 – 11 aside 1 at U16 – 11 aside 1 at U18 – 11 aside	Team squad to be selected on merit, following open trials when required.	Years 1-5.	Team Managers.	None.	Participation and number of teams. League positions and cup runs where appropriate. Team disciplinary records.	Annual.
	Teams will play in the Beds FA Girls Football League and associated cups.	Years 1-5.	Team Managers.	League registration fees. Match official fees.		
	Team registration. Check player eligibility.	Year 1.	Club League Secretary. Secretary.			

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Establish exit routes to adult football.	Assess the feasibility of re-establishing our own male and female adult teams.	Years 1-5.	Head Coach. Coaching Group. Management Committee.	League registration fees. Match official fees.	Establishment of teams.	Ongoing.
	If re-establishing adult teams proves not to be possible, then look to retain leads already established or create new links with other clubs.	Years 1-5.	Head Coach. Coaching Group.	TBD.	Establishment of teams.	Ongoing.
Maintain a good disciplinary record.	Monitor football related disciplinary record, identify trends etc. Action when appropriate.	Years 1-5.	Head Coach. Coaching Group. Club Welfare Officers.	Fines.	Number of disciplinary points per season.	Annual.
Provide opportunities for players to maximize potential.	Develop or maintain links with semi-professional and professional clubs.	Years 1-5.	Team Managers/Coaches. Head Coach.	None.	Number of players signed up/playing.	Ongoing.
Continue to operate a mini soccer development centre.	Wednesday evening sessions for rising 4s upwards at times to be determined.	Years 1-5.	Mini-Soccer coach(s). Head Coach.	Equipment. TBD.	Attendance (aim for around 10 players/week).	Ongoing.
Continue to operate a FA Wildcats Centre.	Hold Sunday morning sessions for girls aged 5 – 11 at times to be determined.	Years 1-5.	Head Coach. Club Wildcats link. Wildcats coaches. Events Manager.	Equipment. TBD.	Attendance (aim for at least 10 players per week).	Ongoing.
	Generate new teams from Wildcats.	Years 1-5.	Head Coach. Coaching Group.	TBD.	Maximise number of new teams.	Ongoing.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Hold open pre-season trials.	Hold structured trials for age groups/teams where there is a requirement to recruit new players.	Years 1-5.	Head Coach. Team Managers. Coaching Group.	None.	Number of potential new players attending trials.	Annual.
	Select dates and advertise in local press, club website and social media as considered worthwhile and cost effective.	Years 1–5.	Head Coach. Communications Coordinator. Club Secretary.	Advertising costs.	Completion.	Annual.
Provide specialist football training.	Provide training in response to identified needs (e.g. for goalkeepers).	Years 1-5.	Head Coach. Coaching Group.	Trainer fees. TBD.	Participation.	Ongoing.
Provide a facility for disabled football (including those with learning difficulties).	Meet with any organisations for the disabled who express an interest in using the club’s facilities for footballing purposes.	Years 1-5.	Head Coach, Chair and other appropriate Management Committee members.	None.	Will be demand led. Number of days the club facility is used.	Ongoing.
	Make the facilities available in accordance with any arrangements set up.	Years 1-5.	Events Manager. Volunteer helpers.	TBD.	Completion.	Ongoing.
Hold club football festivals and tournaments.	Hold themed out of season in-house tournaments for age groups as determined by the Management Committee.	Years 1-5.	Management Committee. Events Manager. Team Managers.	Trophies etc. TBD.	Participation.	Annual.
	Mini World Cup tournament.	Years 1-5.	Coordination by the Events Manager. Chair. Coaching Group. Players. Volunteers.	Trophies etc. TBD.	Participation.	Annual

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Participation in LUFC club tournaments.	Teams are required to support LUFC in-house tournaments (which take precedence over participation in tournaments/festivals by other organisations). (Current policy is not to charge for LUFC teams.)	Years 1-5.	Events Manager. Tournament organizers. Team Managers. Volunteer helpers.	None.	Participation.	Annual.
Host friendly matches against touring teams from abroad and other parts of the UK – demand led.	Response to requests and organize events. E.g. for Ajax Sarkkiranta girls from Finland in 2022.	Years 1-5.	Events Manager. Coaching Group. Management Committee.	Probably none.	Number of events.	Ongoing.
Host events organized by the Football Association.	Provide a venue for events as requested – subject to availability of facilities.	Years 1-5.	Events Manager. Management Committee. Volunteer helpers.	Probably none to the club.	Demand led - number of events held.	Annual.
Host training courses by senior clubs.	Provide a venue for training courses run by professional clubs as requested.	Years 1-5.	Course providers. Events Manager. Volunteer helpers.	TBD.	Demand led - number of events held.	Annual.
Host football events by other organisations – e.g. soccer schools.	Provide a venue for events run by established soccer schools and other organisations, e.g. Leighton Linlade School Sports Partnership as requested.	Years 1-5.	Course providers. Events Manager.	TBD.	Demand led - number of events held.	Annual.
Provide football facilities for good cause organisations.	Respond to requests to provide facilities for football-related activities.	Years 1-5.	Events Manager.	None.	Demand led - number of events.	As required.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Identification of opportunities to participate in football tournaments run by other clubs or organizations and to go on football tours/ attend residential tournaments.	<p>Participation in such football related events is at the discretion of Team Managers, who will be fully responsible for organisation (including ensuring appropriate insurance cover and safeguarding arrangements).</p> <p>Participation when representing Leighton United must be approved by the club (Management Committee) for insurance and safeguarding reasons.</p>	Years 1-5.	Team Managers/Coaches. Management Committee.	None. Costs will need to be covered by teams. No club subsidies.	Participation.	Ongoing.
Club annual awards presentation day.	Arrange awards day for all age groups.	Years 1-5.	Events Manager. Management Committee. Coaches/Team Managers.	Cost of trophies etc. TBD	Annual awards day - usually scheduled for June.	Annual.

3. RETAINING AND INCREASING PLAYER PARTICIPATION

AIM: To support and retain existing players and teams within the Club, to fill age group gaps and to develop new teams within the Club's resources.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Re-establish boys and girls teams in missing age groups.	Attempt to recruit sufficient players to operate at least 1 team in each age group up to and including U18. Team squads to be selected on merit each year following open trials.	Years 2-5.	Coaching Group. Team Managers/Coach volunteers.	League registration fees. Match official fees.	Number of teams re-established. Participation.	Annual.
Re-establish adult men's and women's teams.	Assess the feasibility of progressing an existing team to U18 and then use as a re-entry into adult football.	Years 1-5.	Management Committee. Head Coach. Coaching Group. Club Secretary.	League registration fees. Match official fees.	Team establishment and participation. League positions and cup runs. Team disciplinary performance.	As required.
New teams.	Utilize opportunities to establish new teams, including girls teams generated from Wildcats, and from players coming through via mini-soccer, subject to adequate resources being available.	Years 1-5.	Management Committee. Head Coach. Team Managers/Coaches.	TBD.	Number of new teams created.	Ongoing.
Maximise the number of mini-soccer players continuing to older age group teams.	Encourage players to attend team trials.	Years 1-5.	Head Coach. Mini- Soccer Leader(s).	None.	Numbers participating.	Annual.
Maximise player retention.	By recognition and reward, e.g. 5- and 10-year long service awards.	Years 1-5	Events Manager. Head Coach.	Cost of trophies etc. TBD.	Number of awards in each category.	Annual.

4. COACH DEVELOPMENT

AIM: To recruit, develop and retain a coaching workforce that delivers high standards of coaching that supports player development and retention.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Development of the Leighton United Coaches Academy.	Continue to implement the Football Structure Proposal which sets out the coaching-based framework and key roles for all footballing activities.	Years 1-5.	Head Coach. Coaching Group.	None.	Periodically review progress and effectiveness.	Ongoing.
	Continue to implement the Football Philosophy which sets out the rationale, principles, and vision that all footballing activities will be developed around.	Years 1-5.	Head Coach. Coaching Group.	None.	Periodically review progress and effectiveness.	Ongoing.
Coaching qualification requirements.	All lead coaches must have a minimum FA Introduction to Coaching Football (Level 1) qualification or have confirmation of booking onto the FA course. (Will remain a continuing objective as personnel change.)	Years 1-5.	Lead Coaches/Team Managers.	Club contributions to course costs as per club rules.	Course completions.	Ongoing through the season and annual via FA Club Health Check – by the Chair/Charter Standard Coordinator.
	Coaching assistants and helpers encouraged to obtain FA Introduction to Coaching Football or at least Playmaker credentials.	Years 1-5.	Head Coach. Coaching Group.	Club contributions as per club rules.	Course completions.	Ongoing.
Coaches Code of Conduct.	All lead coaches and assistant coaches are required to formally agree to the club's Coaches Code of Conduct.	Years 1-5.	Coaches/Team Managers and assistants.	None.	Completion.	Periodic checks by the Chair/Charter Standard Coordinator.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Maintain FA Safeguarding Children certifications.	All Team Managers/Lead Coaches and assistants must have current certification as stipulated by the FA, e.g. Safeguarding Children.	Years 1-5.	Coaches/Team Managers/Assistants.	Club contributions to course costs as per club rules.	All Team Managers/Lead Coaches/Assistants to have current certification.	Ongoing through the season and annual via FA Club Health Check - by the Chair/Charter Standard Coordinator.
	Club officials who interact with children and young people must have current requisite FA safeguarding certification.	Years 1-5.	Club officials.	Club contributions to course costs as per club rules.	Completion.	Periodically by Club Welfare Officers.
	Chair, Treasurer, Secretary and Club Welfare Officers must complete the FA Safeguarding for Committee Members online course as per FA requirements.	Years 1-5.	Management Committee members.	Club contributions to course costs as per club rules.	Completion.	Ongoing - by the Chair/Charter Standard Coordinator.
Maintain FA Emergency Aid certifications.	All Team Managers/Lead Coaches must have current certification (certificate duration is 3 years) – including modules taken as part of Level 1 or have confirmation of booking onto an FA course.	Years 1-5.	Coaches/Team Managers.	Club contributions to course costs as per club rules.	All Team Manager/Lead Coaches to have current certification.	Ongoing through the season and annual via FA Club Health Check - by the Chair/Charter Standard Coordinator.
FA Disclosure and Barring Service (DBS) checks	All Team Managers/Lead Coaches, assistant coaches and team helpers must have current FA Disclosure and Barring Service (DBS) check status in accordance with FA requirements.	Years 1-5.	Coaches/Team Managers, assistant coaches, team helpers. Club Welfare Officers.	Club contributions to course costs as per club rules.	All Team Managers, coaches, assistant coaches, and team helpers to have valid FA DBS check status.	Ongoing through the season and annual via FA Club Health Check - by the Chair/Charter Standard Coordinator.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
	All club officials who interact with children must have current FA DBS check status.	Year 1-5.	Club officials. Club Welfare Officers.	Club contributions to course costs as per club rules.	Compliance.	By Club Welfare Officers.
In-house training courses for Team Managers and coaches.	Organise training courses on relevant topics as required.	Years 1-5.	Head Coach. Coaching Group.	None.	Perceived benefit of sessions held.	By Head Coach.
Extend coaching expertise and competence.	Encourage Team Managers and Coaches to develop additional skills and qualifications by attending specialist FA coaching courses, e.g. goalkeeping.	Years 1-5.	Head Coach. Coaching Group.	Fees to usually be met by individuals	Participation.	By Head Coach.
	Forward information received from the FA and other sources on opportunities to improve coaching skills to the coaching group, e.g. FA county and national CPD events.	Years 1-5.	Head Coach. Chair.	None to the club.	Uptake will be at individual Team Manager/Coach choice.	Ongoing.
Coach recruitment.	New coaches to be recruited in accordance with the club's Volunteer Recruitment Policy.	Years 1-5.	Head Coach. Club Welfare Officers.	None to the Club.	Number of new coaches recruited.	Ongoing.
	New lead coaches must have completed a FA DBS check and at least the free online FA Playmaker course, as the forerunner to doing the full FA Level 1 coaching qualification, before starting to coach at the club.	Years 1-5.	Head Coach. Club Welfare Officers. New lead coaches.	Club contributions to course costs as per club rules.	Compliance.	By Head Coach and Club Welfare Officers

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Organise internal Team Manager/Coaches meetings.	Meetings to discuss coaching and related club issues.	Years 1-5.	Head Coach. Coaching Group.	None.	Aim to hold at least 3 meetings per season - start, middle and end.	By Head Coach.
Hosting FA coaching qualification courses.	Provide the facility for coaching courses organised by Bedfordshire FA and other affiliated/registered providers as requested.	Years 1-5	Head Coach. Events Manager. Management Committee.	None.	Demand led.	Ongoing.
Encourage Team Manager and Coach retention.	By recognition and reward for outstanding service and commitment to the club.	Years 1-5	Management Committee. Coaching Group.	Cost of trophies etc. TBD	Number of awards.	Ongoing.
Encourage young people to take up coaching.	Encourage members of older boy's and girl's teams (i.e. over 16s) to obtain the FA Introduction to Coaching Football (Level 1) qualification.	Years 1-5.	Individual Team Managers/Coaches. Head Coach. Coaching Group.	Club contributions to course costs as per club rules.	Aim for minimum of 2 newly qualified young coaches per year.	Ongoing.
Encourage young people to take up refereeing.	Encourage members of older boy's and girl's teams (i.e. over 14s) to obtain refereeing qualification.	Years 1-5.	Respective Team Managers/Coaches. Coaching Group.	Club may contribute towards course costs.	Number of course participants.	Ongoing.

5. SUPPORTING THE FOOTBALL WORKFORCE - STAFF RECRUITMENT AND RETENTION

AIM: To maintain a skilled, appropriately trained, dedicated and well supported volunteer workforce.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Ensure the Management Committee is adequately resourced and effective.	Annual review of structure and responsibilities of the Management Committee at the AGM. Aim to comply with FA guidance on Management Committee structure.	Years 1-5.	Management Committee. Chair.	None.	Confirmation of Management Committee structure and responsibilities in AGM minutes. Changes to Club Rules as required.	Annual.
	Replace any Management Committee resignations.	Years 1-5.	Management Committee. Chair.	None.	Appointments.	As required.
	Identify the need for sub-committees.	Years 1-5.	Management Committee.	None.	As required.	As required.
Trawl for and appoint new staff as required.	Management Committee to determine requirements.	Years 1-5.	Management Committee. Chair.	None.	Appointments.	As required.
Each team is encouraged to have a Team Administrator.	To manage team administrative matters as detailed in Team Administrator job description.	Years 1-5.	Team Managers/Coaches.	None.	Appointments.	Ongoing.
Address statutory food hygiene requirements.	Arrange for new staff/helpers to obtain basic food hygiene training.	Years 1-2.	Events Manager to arrange.	TBD	Certifications.	As required.
Encourage staff retention.	By recognition and reward for outstanding service and commitment to the club.	Years 1-5	Management Committee.	TBD.	Minimisation of staff turnover.	Ongoing.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Provide training opportunities.	Encourage staff (coaches, officials, volunteers) to attend relevant training courses.	Years 1-5.	Management Committee. Team Managers/Coaches. Team Administrators. Volunteers.	TBD.	Course attendance.	Ongoing.
	Provide in-house training as appropriate.	Years 1-5.	Management Committee.	TBD.	Number of training courses.	Ongoing.
Reward volunteers for outstanding service.	Awards will be determined by the Management Committee.	Years 1-5.	Management Committee.	TBD.	Number of awards.	Ongoing.

6. IMPROVING TRAINING AND PLAYING FACILITIES - FACILITY MANAGEMENT

AIM: To provide the best possible facilities for the furtherance of football, within the bounds of economic and practical viability.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Maintain pitches in best condition possible.	Use of an appointed ground contractor for pitch maintenance.	Year 1-5.	Head Coach – to coordinate.	As per contract agreement.	Pitch conditions. Number of matches played and postponements.	Annual.
	Review maintenance programme annually.	Years 1-5.	Ground contractor. Head Coach. Chair.	None.	Maintain pitches in optimum condition.	Annual.
	Arrange pitch marking as required.	Years 1-5.	Head Coach Coaching Group.	TBD.	Maintain line visibility for matches.	Ongoing.
	Implement annual end of season pitch renovation programme.	Years 1-5.	Head Coach. Ground Contractor. Chair.	TBD.	Completion of works.	Annual.
	Carry out pitch surveys in accordance with conditions of Football Foundation grants.	Years 1-5.	Chair, et.al.	None.	Survey completion and reporting to the Football Foundation.	As per each survey.
	Pest control, e.g. rabbits.	Years 1-5.	Appointed pest controller as required.	Probably none to club.	Effective pest control.	Ongoing.
Football Foundation grounds keeping community.	To join and engage with the community app.	Years 1-5.	Chair, et.al.	None.	Participation.	Ongoing.
	Comply with Football Foundation grass pitch maintenance grant conditions.	Years 1-5.	Chair, et.al.	None.	Compliance.	Ongoing.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Home match arrangements	Weekly home match arrangements and home training arrangements planned by the Pitch Coordinator (Events Manager).	Years 1-5.	Pitch Coordinator (Events Manager).	None.	Match scheduling – including in accordance with league and cup fixtures notified by leagues and the county FA.	Ongoing.
	Arrangements communicated to Team Managers/Coaches weekly during the season with as much notice as possible.	Years 1-5.	Pitch Coordinator (Events Manager).	None.		
Home match postponement process.	Decisions on postponements due to adverse pitch conditions.	Years 1-5.	By the Head Coach/Events Manager or other designated and experienced members of the Management Committee, giving as much notice as possible.	None.	Number of matches postponed.	Ongoing.
Provision of training facilities.	The Cedars School, Leighton Buzzard 3G pitch will be block booked during school term time for use during winter (September to Easter) for club use – Tuesday and Wednesday evenings.	Years 1-5.	Head Coach. Coaching Group. Events Manager.	TBD.	Number of training sessions held. Number of teams participating.	Annual.
	NB. Exceptionally, teams will only be allowed to train elsewhere (e.g. for logistical reasons) as agreed by the Head Coach (and if necessary, the Management Committee). In these circumstances teams will be expected to cover additional costs of venue hire.	Years 1-5.	Head Coach. Team Managers/Coaches. Management Committee.	Additional costs met by teams.	Number of teams permitted to train off-site.	As required.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
	Training at the Club's premises can take place between Easter and September, subject to availability and pitch conditions.	Years 1-5.	Head Coach. Pitch Coordinator. Team Managers/Coaches.	None to Club.	Training use.	Ongoing.
Maintain the clubhouse.	Carry out period inspections and review maintenance requirements.	Years 1-5.	Facilities Manager. Chair. Management Committee.	TBD.	Keep up to date with maintenance.	Annual.
	Arrange servicing and repairs as necessary.	Years 1-5.	Facilities Manager, et.al	TBD.	Completion.	Ongoing.
	Refurbishments.	Years 1-5.	Management Committee. Facilities Manager. Treasurer. Events Manager. Contractors. Volunteers.	TBD.	Project completions.	Ongoing by the Management Committee.
	Arrange fire alarm system and equipment servicing.	Years 1-5.	Facilities Manager. Chair. Contractor.	TBD.	Completion.	Ongoing.
	Arrange security alarm system servicing.	Years 1-5.	Facilities Manager. Chair. Contractor.	TBD.	Completion.	Ongoing.
	Arrange CCTV system servicing.	Years 1-5.	Facilities Manager. Chair. Contractor	TBD.	Completion.	Ongoing.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
	Arrange sewage system servicing.	Years 1-5.	Management Committee. Chair. Facilities Manager. Contractor	TBD	Completion.	Ongoing.
	Arrange biennial portable electrical appliance (PAT) inspections.	Years 1-5.	Facilities Manager. Contractor	TBD	Biennial inspections and reports.	Ongoing.
	Arrange periodic health and safety audits as necessary.	Years 1-5.	Facilities Manager. Chair.	TBD.	Completion.	Ongoing.
Maintain site security	Manage the issue of ground and building access keys and security system fobs.	Years 1-5.	Chair. Events Manager.	TBD.	Limit the number of keyholders and only issue when there is a proven need.	As required.
	Monitor CCTV system.	Years 1-5.	Those with system access.	None.	Periodic checking.	Ongoing.
Monitor defibrillator	Carry out monthly checks and report to the Community Heartbeat Trust.	Years 1-5.	Chair. Events Manager.	Periodic replacement of items, e.g. pads and battery.	Routine checking.	Ongoing.
Roadway and car park surface renovation.	Complete resurfacing.	Year 1.	Head Coach. Events Manager. Contractor	None.	Completion of works.	Not required.
Maintain roadway and car park.	Maintain in best condition possible, including filling potholes.	Years 1-5.	Management Committee. Facilities Manager. Volunteers.	Materials and equipment TBD.	Completion of works.	As required.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Roadway safety.	Install speed limit and children playing warning signs.	Year 1.	Chair.	Signage costs.	Completed.	Not required.
Maintain hedges and boundary vegetation.	Arrange for hedges and perimeter vegetation to be trimmed annually (out of bird nesting season).	Years 1-5.	Ground Contractor. Management Committee.	TBD.	Completion.	Annual.
Monitor electricity, water and LPG consumption.	Periodically record meter readings.	Years 1-5.	Chair. Events Manager. Treasurer.	Utility costs.	Monitoring.	Ongoing.
Manage controlled waste.	Deal with waste in a legal, responsible and environmentally friendly manner. Includes segregation of general waste and recyclables. Periodically waste pick the ground.	Years 1-5. Years 1-5.	Facilities Manager Chair. Volunteer cleaners. Waste collection contractor. Volunteers.	TBD. None.	Monitor waste bin collections. Tidy and litter free appearance.	Ongoing. Ongoing.
Management relationship with Autoglass (who have a small storage unit on site)	Maintain contact with local Autoglass management and agent.	Years 1-5.	Chair. Treasurer.	None.	Relationship management.	Ongoing.
Establish additional club owned (or leased) pitches – long term objective.	Identify and assess any apparently viable opportunities to obtain land for conversion to additional pitches. Obtain estimates.	TBD. TBD.	Management Committee et. al. Chair. Club officials.	TBD. None.	Number of additional pitches achieved. Estimates obtained.	.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
	Seek funding.	TBD.	Club officials.	None.	Level of funding obtained.	
	Where necessary seek planning permission, obtain quotations/tenders, and convert land to pitches.	TBD.	Club officials.	TBD.	Necessary consents.	
	Approve spending.	TBD.	Management Committee.	None.	Approval.	
	Appoint contractor.	TBD.	Management Committee.	None.	Appointment.	
	Installation and commissioning	TBD.	Appointed contractor.	TBD.	Project completion.	
Identify additional pitches availability in the area.	Maintain a watching brief on pitch availability (e.g. as provided by local authorities) and follow up when appropriate.	Years 1-5.	Management Committee.	TBD.	Use of new pitches to meet club demand.	Ongoing.
Remove the overgrown spoil mound and convert area to additional car parking – long term objective.	Investigate what will be involved to convert the area to much needed additional car parking.	TBD.	Management Committee. Club officials.	TBD.	Obtain advice and estimates.	
	Approve spending.	TBD.	Management Committee.	TBD.		
	Appoint contractor.	TBD.	Management Committee.	TBD.		
	Carry out works.	TBD.	Appointed contractor.	TBD.	Project completion.	

7. LINKS WITH SCHOOLS

AIM: Establish and maintain close links with local schools that will be to mutual benefit.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Maintain links with the Leighton-Linslade School Sports Partnership (LLSSP).	Provide a venue for events run by the LLSSP.	Years 1-5.	Events Manager is the link with the LLSSP Partnership Development Manager (PDM). Club officials/helpers. Coaching Group.	TBD.	Demand led - number of events held.	Annual.
Provide a venue for events run by school football organisations.	Subject to availability, allow the club's facilities to be used for school's football matches and/or festivals. Use for local, district and county schools matches, school cup finals and festivals in response to requests. County schools trials and matches in response to requests.	Years 1-5.	Management Committee. Events Manager. Participating schools and school authorities.	TBD.	Demand led - number of events held.	Annual.
Continue collaboration with local schools clubs.	Develop links with local school clubs.	Years 1-5.	Management Committee. Coaching Group.	TBD.	Number of school clubs with whom links have been established.	Annual.
Use of club facilities by schools.	Provide a venue for football training and events organized by individual schools.	Years 1-5.	Events Manager. Club officials/helpers.	TBD.	Level of usage.	Ongoing.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Develop links with Cedars Upper School and their feeder middle schools. (Part of the 3G pitch facility partner club commitment).	Provide coaching for the schools as agreed with Cedars.	Years 1-5.	Head Coach. Coaching Group.	TBD.	Number of coaching sessions delivered.	Ongoing.
	Help with the Junior Leader's Scheme at the school.	Years 1-5.	Head Coach. Coaching Group.	None.	Participation.	Ongoing.

8. LINKS WITH LOCAL AUTHORITIES AND THE COMMUNITY

AIM: Provide footballing opportunities and support to local communities, charitable organisations and good causes.

OBJECTIVE	ACTIVITY	TARGET DATE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Use of club facilities by local football leagues.	Consider requests from leagues to use the club's facilities for cup finals and representative matches etc.	Years 1-5.	Events Manager. Management Committee.	TBD.	Demand led - number of events held.	Ongoing.
Use of club facilities by local authorities.	Consider requests from local authorities to use the club's facilities for sporting purposes.	Years 1-5.	Events Manager. Management Committee.	None.	Demand led - number of events held.	Ongoing.
Use of club facilities by wider community.	Consider requests to use the club's facilities from local community organisations (including non-football related requests).	Years 1-5.	Events Manager. Management Committee.	TBD.	Demand led - number of events held.	Ongoing.
Try and establish a relationship with the Stanbridge and Tilsworth Community Association	Open communication channels to try and develop a constructive relationship with the Association (who have responsibility for the neighbouring Stanbridge and Tilsworth Recreation Ground).	Years 1-5.	Relevant Management Committee members.	None.	Meetings with the Association.	Ongoing.
Support football in less well-off countries.	Send no longer used football kit (excluding socks) to aid organisations who can arrange delivery to good causes overseas.	Years 1-5.	Management Committee. Events Manager.	None.	Deliveries.	Ongoing.

9. EQUITY AND DIVERSITY

AIM: To continue to implement equal opportunity policies in accordance with FA guidelines.

OBJECTIVE	ACTIVITY	TIMESCALE	RESPONSIBILITIES	COSTS	PERFORMANCE	REVIEW
Implement an equality policy in line with FA guidelines and ensure implementation.	Maintain and periodically review the equality policy.	Years 1-5.	Chair. Management Committee. Club Welfare Officers.	None.	Up to date policy.	Annual
FA Football Diversity and Leadership Code.	Adopt the Code (accepted by the Management Committee January 2022). Publicise within the club.	Years 1-5.	All.	None.	Publish the Code on the club website with a hard copy in the clubhouse.	Ongoing.