

The image shows the backs of two young football players standing side-by-side. They are wearing red and navy blue kits. The player on the left has a white number '10' on their back, and the player on the right has a white number '4'. The background is a blurred green field.

FARNCOMBE YOUTH FOOTBALL CLUB

FOOTBALL DEVELOPOMENT PLAN
our vision for making a difference

***'If God had wanted us
to play football in the
clouds, he'd have put
grass up there'***

Brian Clough

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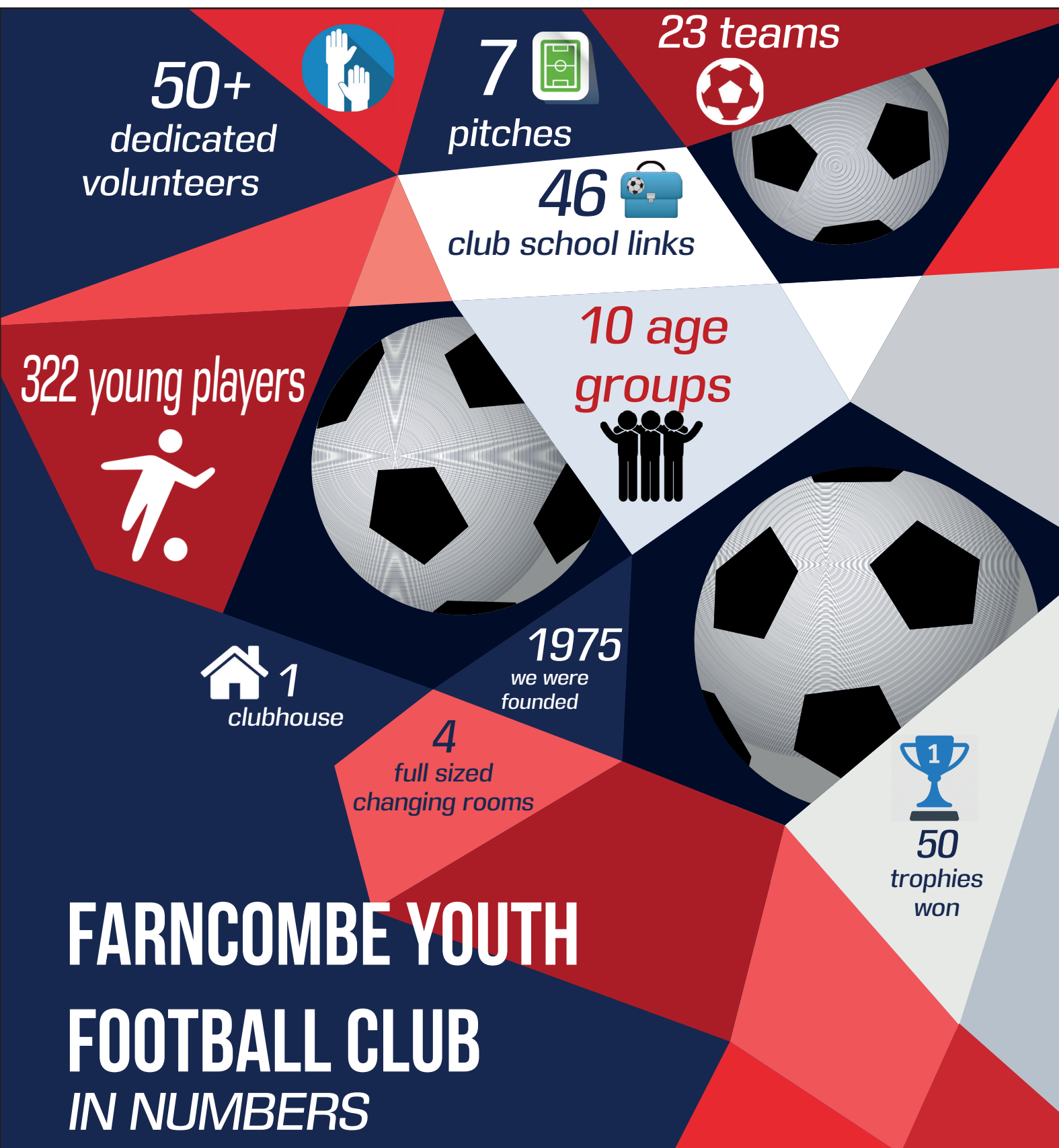
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OUR STORY



Farncombe Youth Football Club (formerly Farncombe Boys) was formed in 1975 to provide the opportunity for quality soccer coaching and competitive football matches for youngsters in the local community. Founders Trish Moorey and Janet Longhurst created two teams for their sons at under 10 and under 11. Starting from humble beginnings they gained league entry through raising the £99 they needed.

Since then the club has grown steadily and now welcomes children from the ages of four (in their reception school year) through to sixteen who receive regular weekly coaching and the opportunity to play appropriate match formats in line with FA guidelines throughout the season. For older players the club has forged a close link with Godalming Town FC with many of our older players going on to play for Godalming Town Youth U18s.

The club is extremely fortunate to have its' own grounds which are maintained to a high standard, and include changing rooms with showers and a well-used meeting space and tuck shop that welcomes the community run by our dedicated volunteers week in week out having been fully refurbished in 2015.

Farncombe YFC was proud to achieve its FA Charter Standard status in 2005, recognising the quality of the organisation and our commitment to improving the playing experience for all. We are club strong promoters of the FA's code of conduct and support the 'RESPECT' campaign and values in all we do. All players, managers and supporters sign the code, and players and visitors are reminded to abide by it through highly visible banners at our ground. As part of the club's on-going development, this plan sets out our intention to reach the FA Charter Standard Development club status,

as part of our journey towards becoming a FA Charter Standard Community club.

The club continually seeks to build relationships with parents and the local community through special events and activities in the schools holidays. Parents help run the tuck shop and attend social events such as quiz nights and the annual bonfire night firework display. The season ends with a celebration evening at which the members and coaches' achievements are recognised in an award ceremony. Shortly before the summer break the club organises a mini tournament for local infant schools, offering many local children their first taste of organised football.

We also welcome other clubs too at the end of every season when the club hosts an "in-house" tournament for all its' members, followed by an invitation tournament attended by clubs from all over the region. These tournaments are always great social occasions, with our army of parent volunteers helping to run them. In recent years the club has also hosted the Surrey Primary League Simon Hedley Fun Festival for under 7 to under 10 age groups.

We create an environment that helps every player be the best they can be too and many members attend 'schools of excellence', or are members of FA league clubs' youth squads and academies. This is a benefit of how we run the club as our ethos is to offer every player the opportunity to learn the game and to progress whatever their level. We are an inclusive club where every player is welcome and our aim is to get even more girls and players with disability enjoying what Farncombe YFC has to offer in the coming years.

PETER HIRONS, CLUB CHAIRMAN

OUR VISION



'To be recognised as one of the most progressive and welcoming volunteer led youth football clubs in the county. We aim to enrich our players and parents footballing experience in a safe, warm and welcoming club through providing great coaching, great match experiences and a fun social environment led by our dedicated volunteers'

OUR MISSION

To give every player that plays at Farncombe YFC a life-long love of football



OUR VALUES



Football is a wonderful game from which young people can obtain huge enjoyment whilst developing their physical fitness and skills, their friendships, their sense of worth both as individuals and as members of a team and pride in their achievements.

The welfare of the children and their enjoyment of the game are our top priorities. We encourage all children, no matter what their standard, to join in and to play as much as they want to. As well as ensuring the children enjoy playing football, we provide them with an op-

portunity to play competitively in local leagues and to compete to the best of their abilities.

FYFC prides itself on being a family oriented club, where boys and girls are introduced to the joy of playing football, where they can develop their skills and make new friends. This spirit drives the way we work and behave driven by our club values;

Passion

we aim to give every player, parent and visitor to Farncombe YFC the best possible experience through our dedicated army of customer focused volunteers

Teamwork

everything we do is about working together as a team with everyone knowing their role, trusting in others to do theirs without criticism and supporting each other whether we win or lose. This is equally important on and off the pitch.

Inclusive

we aim to give a warm welcome to everyone that visits Farncombe Youth football club, a welcome that makes them feel like they belong from our young players (boys and girls) with any ability or disability through to our volunteers, referees and coaches whom without our club simply wouldn't happen

Honesty

we may not always get everything right as a volunteer club but we aim to be transparent in the decisions we make throughout the club, acknowledged when we get it wrong and celebrate our successes when we get it right. We will challenge each other to be the best we can be all of the time and encourage everyone involved in the club to do the same.

OUR PLAN



Our future football development-Plans 2017-21

To achieve our vision our football development plans will be grounded in six focus areas

1. A great and inclusive playing experience that will grow and retain our player base
2. Creating a dedicated army of motivated and supported coaches
3. First class community facilities
4. Motivated, supported and rewarded volunteers
5. Best in class governance and player welfare
6. Creating a vibrant and sustainable club through driving club revenue and reinvestment

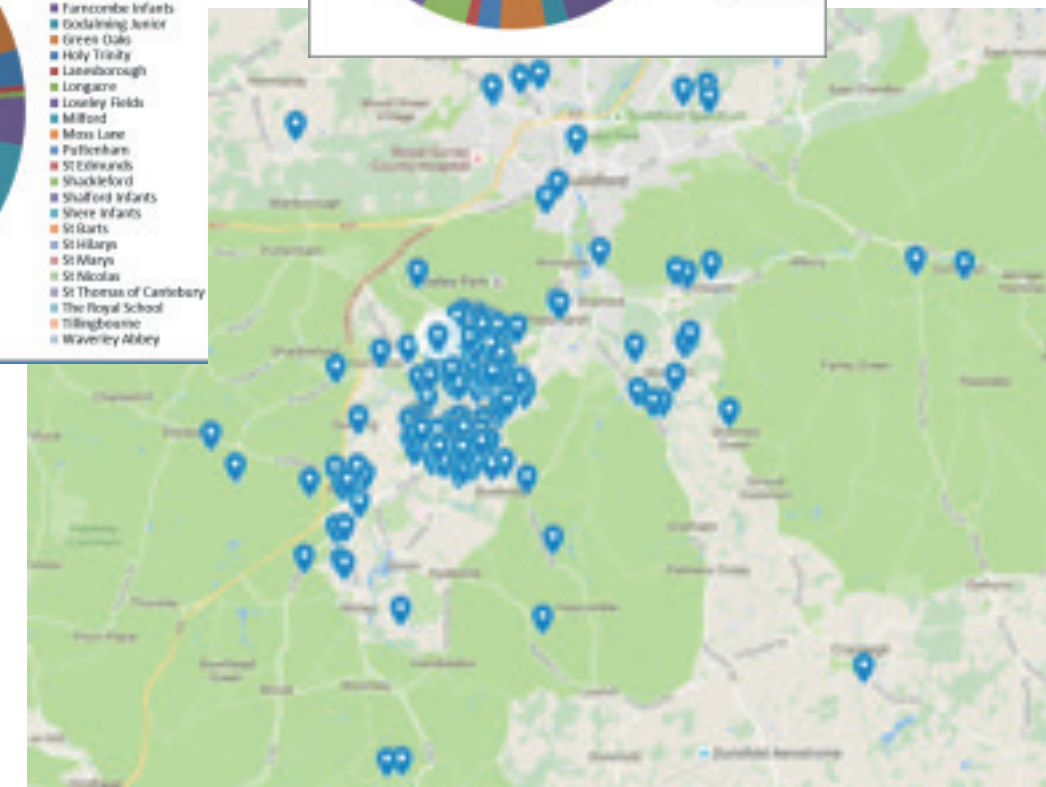
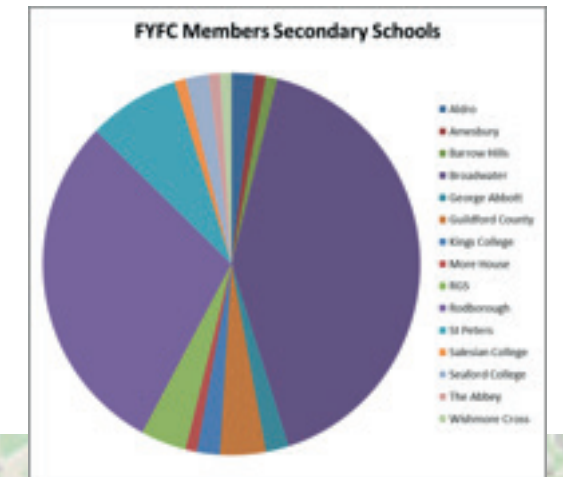
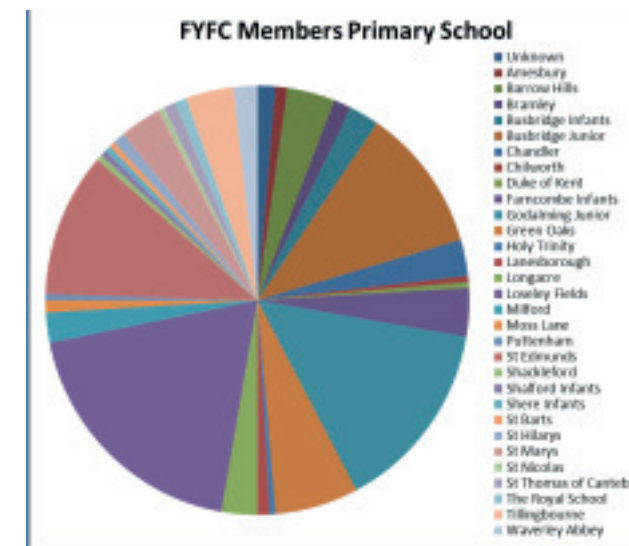
1. A great playing experience to grow and retain players

FYFC membership has been steadily growing with membership reaching xxx players by the end of the 2016/17 season. Growth has been seen across virtually all age groups and is especially strong at the younger age groups giving the club a solid platform from which to build our player base in the next four years.

Farncombe YFC continues to pull in members from across the area from the immediate locality of Farncombe, Binscombe, Busbridge and Godalming, as well as town and villages further afield such as Bramley, Chiddingfold, Cranleigh, Elstead, Guildford, Hascombe, Milford, Shere and Witley. This represents a catchment area of circa a 6 miles radius around the club itself.

We continue to have links to numerous schools

in the local area including Loseley Fields Primary School, Godalming Junior School, Busbridge Infant and Juniors Schools, Broadwater and Rodborough Secondary Schools. These schools make up a significant proportion of our membership. In total, the club pulls in members from 31 different primary schools and 15 different secondary schools. This reflects the diverse nature of our community which cuts across day-to-day school friendship groups. For the 2015/16 season the club's membership is made up of 8 girls and 314 boys. Shifting the gender balance of our membership represents a significant opportunity for the club in the coming years.



The club works hard to present a positive image in the local community and to attract new players through many social events such as the clubs famous Bonfire Night celebrations and schools tournaments.

We are affiliated to the Surrey FA and have teams playing in the following Surrey FA Affiliated Leagues:

Surrey Primary League	19 Teams
Others	4 Teams

Furthermore, the club has a strong ethos which promotes the player at the heart of every decision we make. We aim to provide consistent and positive support and encouragement for all players to ensure high member retention. This includes manager guidelines which aim to eliminate any practices that are contrary to good sportsmanship or giving precedence to adult ambition over the individual or wider interests of the players.

In the next four years our aims are simple

1. To retain 90% of our players returning to the club year on year
2. To grow membership in the club to 400 players across all age groups

OBJECTIVE	TARGET	TIMESCALE	MILESTONES	RESPONSIBILITY
Build a strong and sustainable girls section with 6 teams playing across three age groups by 2021	60 players representing xx% of total membership	21/22 season start	Dedicated female development officer appointed by start of 17/18 season	FDO/committee
			3 female dedicated L1 or above coaches supporting section by 18/19 season start	FDO
			3 teams playing by end of 18/19	FDO
			Local recruitment campaign delivered annually from 17/18 season start onwards	FDO/MO

OBJECTIVE	TARGET	TIMESCALE	MILESTONES	RESPONSIBILITY
2 teams for players with disability regularly training and competing by 2021	25 players playing	By 21/22 season start	Dedicated disability officer appointed by end of 2017/18 season 2 dedicated disability coaches recruited by start of 19/20 season Local recruitment campaign activated by start 19/20 season	FDO/committee DO DO/MO
Annual schools outreach and community campaign delivered	Autumn and Winter term programme of coaching in schools in place Three social media campaigns delivered each year	Early June	School club link activity established in and out of school by end 17/18 Social media campaign targeting mums Summer camps programme fully established	tbc by Treasurer
Club and coaching provider links established and 'adding value to players' by 2018	One coaching supported of the club appointed by end 2017/18 Use provider to utilise Schools sport premium funding to aid delivery		Preferred coaching partners for whole club selected and appointed by end of 17/18 season Additional player experiences as a result of partnership delivered to all age groups by end start of 18/19 season	

OBJECTIVE	TARGET	TIMESCALE	MILESTONES	RESPONSIBILITY
Clear football development plan aimed at increasing 5-11yrs playing standards in place by 2017/18	A clear club coaching ethos established and delivered by all section managers at U11 or below focussed on skills, technical development and tactical awareness	By start of 17/18 season	<p>Coaching ethos and training session plans embedded by end of 17/18 season</p> <p>90 mins of structured coaching for all players U7 and above</p> <p>Every team to have 1 FA qualified coach by end 17/18</p> <p>Every age section to have access to a senior L2 FA qualified coach by 18/19</p> <p>For every 12 children at least two responsible adults in place for all training and matches</p>	FDO
• Clear and compelling membership offer in place	FYFC seen as one of the best 'value' sports memberships in the community	ongoing	<p>Competitive pricing structure in place and communicated in line with other sports clubs in the area</p> <p>Clear benefits package in place and communicated</p> <p>Benefits package evolved each year to encourage retention and new players</p>	<p>Treasurer</p> <p>Committee</p> <p>MO/Committee</p>

2. Creating a motivated and supported army of high quality coaches

Like all of our volunteers our coaches are the lifeblood of the club. Often mums or dads giving up their time to give the best footballing education to the players they can based on their own past experiences or ideas about the beautiful game. As such it's incredibly important that we in turn as a club try and give them the best possible education and support to help them become better coaches and managers but above all ensure that our players have the best possible start in their footballing journey.

In the next four years our aim is to develop one of the highest quality and best supported coaching workforces there is across football in Surrey. In order to do that it will take commitment from the club and the coaches themselves, investment in ongoing training and learning and support from players and parents alike to ensure they are being the best they can be at every training session and on every match day.

To do this we will develop a four step support plan for all of our coaches

OBJECTIVE	TARGET	TIMESCALE	MILESTONES	RESPONSIBILITY
Provide subsidised FA qualifications and CPD to raise the standard of every coach	<p>Every team to have a L1 coach</p> <p>Every section to have access to one L2 Coach</p> <p>Develop at least one L3 coach by 2021</p> <p>Have an ongoing menu of CPD available for all coaches year round</p>	Start season 20/21	<p>L1 coaches in place for every team by end of 17/18 season</p> <p>8 coaches undertaking L2 qualifications by start season 18/19</p> <p>One or more coaches aiming for L3 status by start season 19/20</p> <p>CPD framework and plan to be in place by start season 18/19</p>	<p>FDO</p> <p>FDO/committee</p> <p>FDO/committee</p> <p>FDO/committee</p>

OBJECTIVE	TARGET	TIMESCALE	MILESTONES	RESPONSIBILITY
Club and coaching provider links established and 'adding value to coaches' by 2018	One coaching supported of the club appointed by end 2017/18 Each section provided with a coach mentor to develop ideas and skills at least twice a season		Preferred coaching partners for whole club selected and appointed by end of 17/18 season Additional coach development opportunities established via provider by tart season 18/19	FDO/committee FDO committee
Set up feedback loop for players and parents to give 360 feedback for every coach at end of each season	To deliver top 2 box ratings for every coach from parents and players each season	End season 2017/18	Feedback mechanism in place and clearly communicated to parents by May 2018	FDO
Club coaches survey and forums	Set in place annual club survey for coaches with a club commitment to take action against top 3 concerns or needs for coaches each year Stage at least one all managers social each season to share ideas and best practice	End season 2017/18	Feedback mechanism in place and clearly communicated to coaches by Jan 2018	FDO FDO/SS

3. First class community facilities

Improving the quality and access to facilities

Current Facilities

FYFC is fortunate to own its' own grounds at Meades Park, purchased from Surrey County Council in 1991.

- There are currently two full-sized pitches
- Two mini-soccer pitches, used by 5v5 teams.
- In addition, the club has use of the land to the rear of the Loseley Children's Centre (currently configured as a 9v9 pitch) and
- The playing fields at Loseley Fields School (currently configured as two 7v7 pitches).
- These pitches have proven challenging in terms of upkeep and quality in the past but the club now has an agreement to maintain these on behalf of the school in the future
- All weather options are available locally at Broadwater School, Charterhouse school and Surrey Sports Park but the cost and availability of these is limited at short notice and without a commitment to Block booking
- For our other pitches it is rare that matches are called off other than in extreme weather conditions and compared to other venues matches at Farncombe tend to go ahead.
- We have a small clubhouse, (refurbished in 2015), that contains all the club documentation and information and provides the venue for all club meetings and registration. Within the clubhouse we have a very popular tuck shop, which serves a selection of hot and cold snacks and drinks. There is a defibrillator on the outside of the building for club and community use.
- Adjacent to the club house are our modern changing room facilities which are currently configured to provide 4 full-sized team changing rooms including toilets and showers, as well as two officials changing rooms and disabled toilets.
- This building was erected in 2004 using funds from The Football Foundation and Waverley Borough Council. The facilities were developed further in 2009, when a managers' store was built.
- All the goalposts at the club adhere to the current guidelines set out by the FA, Department for Culture, Media and Sport, the Health and Safety Executive and the British Standards Institution. Those guidelines are reproduced on the club website.
- Day to day maintenance of the clubs pitches is done by the club groundsman. Maintenance of the clubhouse and surroundings, as well as more specialist maintenance e.g. floodlights, building refurbishment, drive way is coordinated by the committee and completed by club volunteers as needed.
- Ad-hoc working parties are formed by parents of club members to keep the facilities in good order including cutting back hedges, tidying club house / changing rooms etc. The club's facilities are protected by CCTV (installed October 2013) which currently utilises 3 cameras collecting video data on a monthly basis from the outside of the clubhouse (2 cameras) and door to manager's store (1 camera). The clubhouse is further protected by a burglar alarm which is serviced and maintained by Absolute Security.





For the financial year ending June 2017 total club expenditure was £xx,xxx

- Grounds maintenance - XX
- Utility charges (electric, gas, water, sewage etc.) - £XX
- Other items of expenditure include
 - Catering costs - £xx
 - Insurance - £xx
 - Cleaning - £xx
 - Pitch hire - £xx

Future Facilities Plans

The club is actively seeking ways of improving its’ facilities in order to improve the experience for members, and is exploring options for expansion. In recent seasons the club committee has decided to direct funds toward pitch improvements and will continue to focus funds on making sure our members are playing on well prepared pitches.

When surveyed the clubs managers still have a primary focus on improving the clubs facilities and the overriding wish would be for the club at some point in time to either have its own or regular access to all weather pitches. Undoubtedly this would also take pressure off the use of the grass pitches throughout the season but the costs are high both in terms of human and financial resources needed to undertake a project of this kind. A feasibility exercise will be undertaken to explore options for this area before a final decision on the clubs direction is made.

OBJECTIVE	TARGET	TIMESCALE	MILESTONES	RESPONSIBILITY
Raise funds for new car park	Re-surface and expand car park down to site boundary	Summer 2018	Funds raised to pay for whole car park	Fundraising of-ficers

Within this study the consideration for adding new grass pitches through acquiring adjoining land will also be considered.

The club house serves the club well as doo to some extent the toilet facilities. However we have plentiful storage and good quality changing facilities and showers that are rarely used throughout the season. It is recommended that a scoping study is also undertaken to establish if these spaces could be put to better use to create bigger social function spaces for example that could drive other revenue streams for the club in the future. Alternatively the facilities could be upgraded to cater for planned increases for the number of female layers and those with disabilities in the next four years.

The club needs better parking facilities in order to reduce difficulties faced by members, visiting teams and neighbours when the club is being used. A fund raising drive is currently underway and part of the car park has already been upgraded.

OBJECTIVE	TARGET	TIMESCALE	MILESTONES	RESPONSIBILITY
Undertake fea-sibility study to explore adding to our pitch stock through Acquir-ing more land for pitches or install-ing all weather surfaces	Undertake through review by end of season 17/18 and make final recommen-dations	End 2017/18	Review complete and recommen-dations present-ed to committee by May 18 Final decision to proceed with rec-ommendations – Sept 2018	TBC
Produce plan for future use chang-ing rooms/possi-ble change of use	Reconfigure building so that it used on a regular basis	Summer 2018	Fully costed plans presented and approved by May 18	TBC/Comittee

4. Motivated, supported and rewarded volunteers

Recruiting and supporting a skilled and diverse foot-ball volunteer workforce

Farncombe YFC is a wholly volunteer run club and relies heavily on people giving up their time to give children a chance to play. As such it is crucial that we continue to attract and re-tain a steady pipeline of volunteers to support not only coaching and managing teams but also the day to day running of the club

In total the club has a number of key roles that are required to make the club run smoothly. These individuals are supported by a Volunteer Coordinator (currently vacant) who coordinates volunteers for specific events (e.g. fund raising events, annual tournament etc.).

In addition, the club is fortunate to have a large volunteer workforce, that contributes time and expertise, both on and off the field. There are 18 individual roles required and there are Job Descriptions held on file for the following officer and volunteer roles:

- o Club Chairman
- o General Secretary
- o TBC Membership Secretary
- o League Secretary & FA Secretary
- o Fixtures Secretary
- o Club Treasurer
- o Child Welfare Officer
- o Marketing & Communications Officer
- o Commercial Officer
- o Facilities Development Officer
- o Football Development Officer
- o Girls Football Development Officer
- o Fund Raising Officer
- o Health and Safety Officer
- o Volunteer Co-Ordinator
- o Tuck-Shop Manager
- o Grounds Officer
- o Webmaster

It is an expected requirement of parents of players joining the club that they will support

the club with at least one hour of volunteering time during the season each year which is largely focused on the clubs annual end of season tournament. This provides a perfect platform through which to encourage others to get involved in the future

To support, retain and ultimately attract new volunteers into the club it is recommended that the following steps are put into place within the next four years

OBJECTIVE	TARGET	TIMESCALE	MILESTONES	RESPONSIBILITY
Provide in service training to every volunteer	Every volunteer to have one day of training each year	End 2017/18 season	Training programme identified, costed and approved by May 2018	VC
	Every volunteer to have two updates every year to meet FA chartered standard Provide additional CPD programme to all volunteers		CPD training programme menu scoped, costed and communicated by May 2018	VC
Reward and recognition programme	Undertake thorough review by end of season 17/18 and make final recommendations	End 2017/18	Review complete and recommendations presented to committee by May 18 Final decision to proceed with recommendations – Sept 2018	TBC
Volunteer recruitment and succession planning	Review all potential volunteer needs and potential leavers for next two years outline succession plans for those posts and develop plan	Summer 2018	Plans presented and approved by Feb 18	TBC

5. Best in class governance and player welfare

Creating a safe and positive environment

The club is run with a strong governance process whereby the committee meets monthly to ensure club practices and the clubs development plans are upheld and on track.

The club actively promotes the FA RESPECT code of conduct for players, managers and supporters. FA RESPECT banners are clearly visible at our home ground and every player, parent and manager is required to sign up to the appropriate Code of Conduct.

Team Managers are provided with a Manager's pack which clearly sets out the clubs expectations of managers and coaches and provides further information to guide and support them. The Manager's pack includes the following:

- FYFC Managers Responsibilities
- Contact details for club officers
- Key documents that must be adhered to with concern to player welfare and safety
- FYFC Safeguarding Children Policy & Procedures
- Including DBS requirements and latest guidance and advice

- FA RESPECT Code of Conduct for Coaches, Team Managers and Club Officials
- FA RESEPECT Code of Conduct for Youth Players
- FA RESPECT Code of Conduct for Parents, Carers and Spectators
- Key document to a safe running of training sessions and age group sections throughout the year
- FA Goalpost Safety Guidelines
- FYFC Equality Policy
- FYFC Policy on the use of photographs and recorded images
- FYFC Constitution (aka Club Rules)
- Club Complaints Procedure
- Discipline record & policy
- First aid requirements
- Key documents that help us comply with FA Charter standard requirements including
 - Club rules
 - Public liability insurance
 - Equity policy

Key activities to ensure the best possible standards are upheld and communicated will be undertaken each year of the plan

OBJECTIVE	TARGET	TIMESCALE	MILESTONES	RESPONSIBILITY
Managers Pack delivered annually	Updated, printed and bound copy of the managers pack to be distributed to all existing and new managers – digital copies also downloadable from the club website	September of each year	Club surveys complete – June annually Guide updated and approved – August annually Guide delivered - Sept	FDO

OBJECTIVE	TARGET	TIMESCALE	MILESTONES	RESPONSIBILITY
New Player / Parent briefing	Organise a new player & parent/carer briefing at the start of each season (Mid Sept) Make available in print or online club development plan Encourage feedback responses in club survey annually	Mid-September annually	Club development guide complete and updated annually at start of each season Club survey delivered each May	FDO/Committee
Club/Clubhouse signage	FA respect and safeguarding posters clearly displayed and communicated	Annually and throughout the season	Updates made and new collateral posted at start of each season Club policies and updates communicated to all members twice a season	Chairman/WO WO/Memb S

6. Sustainable club operations through revenue growth and reinvestment

The club maintains an external website (www.farncombeyouthfc.com) which has recently been redeveloped for members, supporters, and to attract new members. It also has a Facebook page (<https://www.facebook.com/farncombeyouthfc>) and a twitter account (@FarncombeYFC) which is used to publicise events and communicate information to members.

Membership software is also utilised to register new members or to 're-register' returning members and plans to continue to make it easier for members to engage with the club for operational and social reasons is being developed.

There is some work to do to 'digitise the club' fully. Club information is updated regularly by the club's webmaster so that the whole of the membership community can be engaged through modern communications platforms that will help cut down on administration.

Some team managers are also using game management systems such as Teamer – the mandated use of which will be explored in the future across all teams.

Arguably the club's finances will be further

boosted by planned increases in membership and the price of membership should be continually reviewed to ensure it is competitive but not out of kilter with other sports offers in the community. Farncombe YFC still offers close to 35 weeks of training and matches with match kits and training equipment provided within the cost of membership for a relatively cheap cost for juniors of upwards of £100 per year.

Other clubs in the area by comparison such as the local swimming club are charging mem-

bers in excess of £45/month so the club must ensure that it provides great value but at the cost of needing to dip into club reserves that could fund much needed elements of the development plan in this document.

There are three key recommendations that will help modernise club practices on the playing side of the club or help to fund additional coaching or club developments that will make the club one of the best there is.

OBJECTIVE	TARGET	TIMESCALE	MILESTONES	RESP[ONSIBILITY
Fully digitised membership and registration in place by 2019	Identify best in market club management system implement and communicate to members	May 2018 Start season 18/19	Review of systems undertaken and meetings with suppliers complete Implications of migration and costs approved by committee	MO
Mandatory online team organisation used by each section by 2019	To coincide with new club management system	start season 2018/19	Club management system implemented Managers and parents trained	MO/FDO/Committee
Player membership review undertaken	To gain 90% satisfaction amongst players and parents/carers annually	May	player club survey launched by May 2018 and then annually	FDO



*WITH THANKS TO
OUR SPONSORS*