**Swanage Town Council, Swanage and Herston Football Club and Swanage and Purbeck Development Trust Development Plan (**Updated 28 January 2019**)**

**Seasons 2018-19 to 2023-24**

1. **Our vision**
* To provide quality, safe, opportunities for local people of all ages to play football and other sporting activities;
* To provide a safe and positive alternative place for young people to go and involve themselves in sporting and social activities
* To integrate and consolidate the Club’s activities on a redeveloped Day’s Park ground with a 3G pitch and provide a new Sports and Social facility available to the whole Community;
* To strive to attract people into football and other sporting activities regardless of age, sex, religion, ethnic background, ability, disabilities or sexual orientation
* To ensure that all players, in all sporting activities, are encouraged to develop their personal skill, express themselves and display their individual talents and have the confidence in their own ability to reach the highest possible standard of playing football and all other sports
* To gain promotion up the FA Pyramid for the Senior Team.
1. **Growth & Retention**

*Provide opportunities for people of all ages, sexes and abilities to play football*

1. Retain all existing teams, provide a good level of support for those teams, including quarterly Team Managers/Coaches meeting to include a review of squad numbers.
2. To add extra teams in specific age groups, recruiting new players, coaches and managers – over the next 5 years at a cost of approximately £500 per team. This would include new strips, equipment, training, first aid kit and hire of facilities.
3. Work with County FA women's development officer to form U10 & U13 girls teams within the next 3 years, cost approximately £500 per team as above.
4. Ensure all youth players have a realistic pathway to continue playing open age football by retaining 3 senior men’s team and considering a 4th. Aim to ensure 80% of youth players play adult football at the club. Develop a new senior women’s team.
5. Develop a stronger school-club link programme. Work with all the schools in town and surrounding area by delivering training sessions in schools each year.
6. Increase the number of people with disabilities playing football. Run a Summer soccer school – create a link with Purbeck View School.
7. Set a target of growing the number of people taking part in football from 192 in year 1 to 326 in year 5.

NB Projections for expansion of the teams and growth of numbers involved over the next 5/10 years at Appendix 1

1. **Raising Standards and Addressing Abusive Behaviour**

*Ensure that all people can play football in a high quality, safe environment that is free from abuse.*

1. Retain the FA Charter Standard accreditation, complete the application and annual health check processes.
2. Achieve and retain The FA Charter Standard Community Club accreditation by completing application and annual health check processes by year 2.
3. Follow all FA guidelines and procedures regarding Club Welfare and work with Dorset FA to ensure Club Welfare Officer receives up to date training and support. Club Welfare Officer to attend Welfare Officer Workshop.
4. Fully support the FA Respect programme by having promotional materials displayed throughout the club, use of Respect lines at youth matches. Materials reviewed annually. All Coaches/Managers and team captains briefed on supporting the Respect programme. A minimum of 1 Respect briefing per year and regular agenda item on Team Managers meetings.
5. Each player, parent and coach to sign the 'Code of Conduct' and display latest versions in clubhouse. Zero tolerance of abuse towards Referees. Reduce incidences of abuse and deal with all matters firmly and in line with FA recommended sanctions.
6. Request programme from Dorset FA and nominate appropriate people to attend a minimum of 2 workshops per year.
7. **Better Players**

*Promote the advancement of young people by developing their physical, mental, social and moral capacities through regular participation in sport. To raise the standards of players within the club and to support the development of coaches to create better players.*

1. Run weekly training sessions for 5-16 year olds.
2. Run holiday coaching sessions for 5-16 year olds and include sessions supported by AFCB.
3. All coaches that work within the club to attend The FA Age Appropriate Introductory Coaching Module at a cost for Chartered Standard Club of £170.
4. **Managing the Club**

*Improve the efficiency and effectiveness of how the club is managed.*

1. Formation of a Board in year 1 to manage the Club along accountable, business lines in accordance with the Club’s Business Plan;
2. Review the Governance of the Club and ensure that all members are aware of the rules and requirements;
3. Form a committee in year 1 to manage, monitor, deliver and update the Development Plan. Committee to invite contributions from, Swanage Town Council, Harrow House, Purbeck View School and all local schools;
4. Set up a coaches and referee support group to offer help and guidance by year 2.
5. All teams affiliated with County FA by 1st July every year and entered into appropriate leagues.
6. Keep all football records up to date with County FA by utilising County FA on line Member Services and FA Whole Game system.
7. Appoint Trustees to participate in the creation of a joint venture with SPDT to develop a new Day’s Park Sports and Social Centre in year 1.
8. **Workforce Development**

*Create and support an effective workforce within the club.*

1. Recruit and select a Volunteer Coordinator in year 1.
2. All club coaches to hold a minimum of FA Level 1 and FA DBS check. Volunteer coordinator to maintain an up to date register and book coaches onto County FA courses, to be reviewed annually.
3. Increase the number of Level 2 coaches by encouraging Level 1 coaches to progress.
4. **Development of Day’s Park site**

*Develop the Day’s Park site to create attractive, up-to-date facilities, focused upon the growth of the Club and its sustainability whilst meeting the needs of the local Community.*

1. In Year 1 manage and maintain the first team pitch and facilities to a high standard and reach the Performance Quality Standard (PQS) – BS7370 as recommended by the FA;
2. In Year 2/3 replace the existing pitch with a full size 3G multi-use surface to meet the FiFA Quality Concept for Football Turf – One Star or the International Artificial Turf Standard (IATS). Estimated cost £800,000.
3. Replace the floodlighting to the pitch designed in such a way to allow each individual section of the pitch to be individually programmed. Maintained average illuminance: >200lux min Uniformity (min/ave): >0.6. Estimated cost £200,000.
4. Build a new spectator and extended refreshment facility, on the West side of the senior pitch at an estimated cost of £100,000 by year 2;
5. Redevelop existing Club house and Sports Hall to create a new Club House and changing room facility as part of a new Community Sports and Social Centre at an estimated cost of £4m.
6. **Marketing**

*Actively promote and market all football and sporting opportunities available and increase the profile of the club throughout the local Community.*

1. Increase the awareness of the football playing opportunities in the local Community by a range of marketing routes including social media, press advertising/editorial and local radio. Local schools and other organisations will be approached on a regular basis;
2. Increase the awareness of the new changing facilities available at Day’s Park and the availability of all-weather 3G pitches and changing facilities for rent;
3. Improve communication with local businesses and other partners;
4. **Community and Education**

*Engage with young people and contribute towards wider community benefit.*

1. Liaise directly with local schools, youth clubs and other youth organisations to assist in the understanding of the benefits of taking part in football and other sporting activities;
2. Engage with parents of young children to help them understand the benefits of taking part in sport and to become more involved in supporting the Club’s objectives;
3. Encourage young people to become involved with coaching and training as a way of furthering their education and life skills