



DEVELOPMENT PLAN FOR
GEDLING SOUTHBANK FC
2009 – 2014

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Introduction & Background

Gedling Southbank FC was officially launched in June 2006 bringing together two well established Nottingham based senior and junior clubs to form one club providing a lifetime's football experience from age under 7 right through to Veterans who play beyond age 40. There are currently 22 teams playing in Gedling Southbank colours, distinctive red and white shirts, black shorts and red socks.

It was 5 years ago when the officials from the two clubs, Arnold Southbank the senior club (established in 1972 as Southbank FC) and Gedling AFC the junior club (established in 1990), commenced talks to carefully manage the merger into one club at a pace that was sensible and comfortable for everyone concerned. And what has come into fruition is a major local community football club based in the Gedling borough of Nottinghamshire.

Milestones to Date

- Arnold Southbank, the senior section achieves Adult Charter Standard status in late 2004
- June 2006 Gedling Southbank FC is formed initially with 18 teams spanning the age ranges
- December 2007 the junior section is awarded Charter Standard status which means the club has Charter Standard status until December 2010
- April 2008 – girls football commences and U10 & U11 teams are entered into the Notts Girls & Ladies league
- The merged club will aim for FA Development Club status during 2010

The club has progressed well since merging in 2006 but now realises that to achieve its vision and goals it must now literally step up a gear and make significant progress in its playing and coaching structure and facilities to enable it to become a truly regarded community club of choice in the Gedling Borough. To help facilitate this the club has redefined its development plan for the next 5 years with detailed action plans and targets. The following sections set out what and how the club will achieve these plans.

The Club Vision

The vision for the club is to be consistently one of the best performing clubs in Nottinghamshire, playing a good standard of football at all age groups, male and female

SWOT Analysis

<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> ❖ Since merging the club has grown in size and organisation ❖ A respected Charter Standard Club ❖ Gedling Southbank is seen as a strong club in the region ❖ Current 1st team manager has good player contacts ❖ A lot of experience within club leadership ❖ Exclusive use of Lambley Lane ❖ Committed Committees who meet regularly (coaches & executive) ❖ Club identity ❖ Strong social ties ❖ An excellent website ❖ Good team managers and coaches throughout all sections ❖ Well networked with Gedling BC and Notts FA to achieve goals ❖ Good facilities at senior level ❖ Money in the bank ❖ A desire to go forward and succeed 	<ul style="list-style-type: none"> ❖ Lack of progress on developing new facility ❖ Spread of locations for playing & training ❖ Lack of ownership of facilities or security of tenure ❖ Lack of qualified coaches & number of competitive clubs locally ❖ Current facilities ❖ Lack of volunteers in non playing positions ❖ Bar profits going to someone else ❖ Fund raising by same people ❖ Lack of successors for key committee positions ❖ We haven't got a Head Coach ❖ A couple of teams are not well integrated
<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> ❖ Coaching awards ❖ Cosmo Soccer Academy introduced ❖ Running junior tournaments ❖ Size and status makes funding easier ❖ Local sponsorship ❖ Fill the void where Arnold Town move north ❖ Website development ❖ Produce future home grown players ❖ Player/parent base – finance and volunteers ❖ Promote a successful club covering all age groups ❖ Potential development of facilities at Lambley Lane as part of Gedling Plan ❖ Access to public funding if combined club achieves community club status ❖ School networking in local areas but needs to be focussed rather than scattered ❖ Becoming a community club 	<ul style="list-style-type: none"> ❖ NSL – increasing facility requirements ❖ Run before we can walk- i.e. need to get organised ❖ Players being poached and attracted elsewhere ❖ Other clubs usurping our position ❖ Gedling Plan keeps stalling ❖ Finding a facility to develop a clubhouse and pitches ❖ Will our club name be identifiable with what we want to achieve? ❖ Lack of playing success in future ❖ We have gaps in committee/team management/coaching ❖ Sustaining ourselves as an integrated club ❖ Curbs on public spending from economic climate ❖ Ability to attract private funding/sponsorship

Setting Our Goals

The club has established a number of stretching but attainable goals over a laid down timescale which go towards reaching the club vision. These goals are then supported by 14 action plans which detail how the goal is achieved and the steps we have to take and resources we will need.

Here are our goals reflecting the key areas of where we need to develop the club;

CLUB GOALS

Playing Structure:

To provide an environment to learn and play successful football up to competitive standard for all ages of players.

Organisation & Standards:

To be a Charter Standard club with an integrated and well structured organisation that is seen as a club of choice in Nottinghamshire

Facilities:

To obtain a location that supports many pitches and a clubhouse.

Funding:

To provide the funding to enable the club to achieve its goals.

Community Links:

To be a strong link in the community providing football development for all ages and abilities

Achieving Our Targets

Our goals are the long term aims for the club but we need to have a plan or a series of achievable actions that take us towards those goals over a defined period – the next part of the plan will then provide a detailed route map towards these targets.

Our 14 action plans in summary are as follows:

AP1 **To achieve the desired playing and training structure – boys' teams**

AP2 **To achieve the desired playing and training structure – girls' teams**

AP3 **To achieve the desired playing and training structure – feeder teams for Seniors**

AP4 To ensure we have the necessary Coaches and Coaching Structure in place to run the planned teams and squads

AP5 To ensure we have the volunteers to run the Club and its teams

AP6 To ensure we have the playing facilities available for the planned Senior teams

AP7 To ensure we have the playing facilities available for the planned Junior teams – boys and girls teams

AP8 To achieve at least Charter Standard Development Club status

AP9 To ensure that we have the Committee/Management structure in place to enable the Club to function efficiently and as an integrated Club

AP10 To ensure that the Club has social and communication systems in place to ensure its integrated functioning

AP11 To ensure that the Club is financially viable and sustainable, and has the financial muscle necessary to match-fund major grants

AP12 To play a full and active part in the Community

AP13 To move towards replacing casual recruitment with a system of formal school-club links

AP14 To ensure that the Club's coaching system is fully Long-Term Athlete Development (LTAD) compliant

Current State of the Club (5 Year Team Structure & The Zone of Development)

Gedling Southbank FC Future Structures 2009 - 2014

Master Teams	2009 – 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014	2014 - 2015
U7 dev	2	2	2	2	2	2
U8 Boys	1	2	2	2	2	2
U9 Boys	1	1	2	2	2	2
U10 Boys	2	1	1	2	2	2
U11 Boys	1	2	1	1	2	2
U12 Boys	2	1	2	1	1	2
U13 Boys	2	2	1	2	1	1
U14 Boys	2	2	2	1	2	1
U15 Boys	1	2	2	2	1	2
U16 Boys	1	1	2	2	2	1
U17 Boys	0	1	1	2	2	2
U18 Boys/ Acad	2	0	1	1	2	2
Senior	4	4	4	4	4	4
U7/8/9 dev	1	1	1	1	1	1
U10 Girls	1	1	1	1	1	1
U11 Girls	1	1	1	1	1	1
U12 Girls	1	1	1	1	1	1
U13 Girls		1	1	1	1	1
U14 Girls			1	1	1	1
U15 Girls				1	1	1
U16 Girls					1	1
Mini	10	11	13	15	16	16
Junior	11	11	12	12	13	13
Senior	4	4	4	4	4	4
Total	25	26	29	31	33	33

	Present Situation 2009-010		Five-Year Targets 2014-15	
Teams/Squads – Boys	U7	2	U7	2
	U8	1	U8	2
	U9	1	U9	2
	U10	2	U10	2
	U11	1	U11	2
	U12	2	U12	2
	U13	2	U13	1
	U14	2	U14	1
	U15	1	U15	2
	U16	1	U16	1
	U17	0	U17	2
	U18	2	U18	2
	TOTAL	16	TOTAL	21
	Other squads/groups	3 Senior Teams		3 Senior Teams
1 Vets Squad		1 Vets Squad		
Teams – Girls	Dev 7/8/9	1	Dev 7/8/9	1
	U10	1	U10	1
	U11	1	U11	1
	U12	1	U12	1
	U13		U13	1
	U14		U14	1
	U15		U15	1
	U16		U16	1
	TOTAL	4	TOTAL	8
Qualified Coaches	L1	15	30	
	L2	5	10	
	L3	2 + Coaches from Cosmo SA)	1 (Head Coach) + 1 (Senior Team)	
‘Team Volunteers’	50		100	

'Committee' Volunteers	15	25
Annual Income	37K	55K
Club Premises	Council owned	Club house and facilities for all teams

The Zone of Development: Where we are now; where we are going (cont)

	Present Situation	Five-Year Targets
Club Equipment	Kit and training equipment, 1 mini soccer set of goals and portable dugouts. Nets x 9	Kit, comprehensive training equipment, goals portable floodlights.
Pitches: Total available	4 x senior, 3 x youth, 2 x mini soccer.	3 x senior, 4 x youth, 4 x mini
Pitches: number available on main site	Lambley Lane 3 x Youth, 2 x mini	As above
Weekly training hours in indoor facilities available (winter)	8 hours	10 hours
Weekly training hours on outdoor floodlit all-weather available	12 hours	20 hours
Holiday activities run for local children in partnership with GBC	None	Junior Summer Camp
Tournaments	None	Mini soccer and Junior boys and girls
Tournaments entered	30	40
Football-specific Training sessions per team/squad per week	1	1
Non-Football-specific Training sessions per week	None	2
Links to schools	1	3

Qualified Referees	3	8
Links to professional clubs	None	1
Pwd: MLD	Unknown	System to record
ADHD	Unknown	System to record
Hearing Difficulties	Unknown	System to record
Visual Impairment	Unknown	System to record

Action Plans to Achieve our goals

AP 1 Aim: To achieve the desired playing and training structure – boys’ teams

OBJECTIVE	METHOD	RESPONSIBILITY	TIMESCALE	TARGETS	RESOURCES
1. Establish a sensible structure of teams per year	<ol style="list-style-type: none"> 1. A structure that will enable most recruitment to be done at ages 7-10 and produce enough players for full 11-a-side teams at U11 to U16 level. 2. A structure that will minimise the risk of ‘empty’ years in the older age-groups 	Committee	By publication of development plan	Structure produced and agreed	Nil
2. Establish recruitment targets and structures for 7-9-year-olds that will accomplish the above	<ol style="list-style-type: none"> 1. Under-7 and 2 Under-8 boys squads – up to 20 in each by the end of Under-8’s 2. As they develop, build school-club links into this 	Committee Under-7 and Under-8 coaches Development Officer for U7’s	1 year and ongoing	Full squads by end of Under-8’s	Nil
3. Establish in each year-group a culture whereby the players are members of GSB first, and their specific	<ol style="list-style-type: none"> 1. As far as possible, train as year groups with coaches working together, rather than separate 	Committee Under-7 and Under-8 coaches Development Officer for U7’s	Starting with each year-group	Review progress at end of season 2010/11	Nil

squad second	squads/separate nights 2. Encourage each pair of coaches, plus assistants, to develop their own specialisms	Coaches from year groups with 2 teams with support and guidance from Committee until Head Coach appointed	Start with current U10's	Review progress at end of season 2010/11	Nil
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AP 2 Aim: To achieve the desired playing and training structure – girls’ teams

OBJECTIVE	METHOD	RESPONSIBILITY	TIMESCALE	TARGETS	RESOURCES
1. Establish a sensible structure of teams per year	<p>4. A structure that will enable most recruitment to be done at ages 7-12 and produce enough players for full 11-a-side teams at U13 to U16 level.</p> <p>5. A structure that will minimise the risk of ‘empty’ years in the older age-groups</p>	Committee	By publication of development plan	Structure produced and agreed	Nil
2. Establish recruitment targets and structures for 7-9-year-olds that will accomplish the above	<p>1. Under-7 and 2 Under-8 girls squads – up to 20 in each by the end of Under-8’s</p> <p>2. As they develop, build school-club links into this</p>	<p>Girls Section Representative plus Committee</p> <p>Girls Development Officer plus team coaches</p>	<p>By end of season 2009/10</p> <p>Links starting to be established by pre-season to 2010/11</p>	<p>Review at least twice a year as a section and club</p> <p>Review links twice a year</p>	<p>Nil</p> <p>Nil</p>

	3. Appoint Development Officer for girls (5+) to co-ordinate emerging squads	Committee	By end of 2009/10 season	Invite applications by February 2010 and appoint for close and pre-season activity	Nil
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AP 3 Aim: To achieve the desired playing and training structure – feeder teams for Seniors

OBJECTIVE	METHOD	RESPONSIBILITY	TIMESCALE	TARGETS	RESOURCES
1. Plan team structure at U17, U18 and Senior level which can be sustained	<ol style="list-style-type: none"> 1. Older teams made up largely from members coming up through the club from the youngest age-groups 2. Need for late recruitment therefore minimised 	Senior Team Management led by 1 st team manager and supported by Committee	In place by beginning of 2010/11 season	Structure agreed by end of 09/10 season and reviewed annually	Costs to be monitored to keep within budget of senior section and for sides to sustain and possibly improve playing standards
2. Ensure we have continuity into all the senior squads that doesn't dilute our playing standards	<ol style="list-style-type: none"> 1. Review continually throughout the year to monitor playing standards and take appropriate actions 	Senior team management supported by Committee	Further review by end of 2009/10 season	At least 2 formal reviews a year	As above for Objective 1
3. Establish overall management structure for U17's, Under 18's, Seniors & Vets to manage squads, training & continuity of players	<ol style="list-style-type: none"> 1. Formalise a senior section sub-committee to manage the continuity and transition of players 	Committee	In place by the end of 2009/10 season	1 st team manager to manage the process	As above for Objective 1
4. Ensure that as result of	<ol style="list-style-type: none"> 1. Setting up of above structures 	Committee plus	In place by		Working within

the above, social events, etc, that the overall awareness of GSB as a Club is enhanced	to include social and club integration as part of the agenda	senior section representatives	beginning of 2010/11 season		senior section budgeted finances
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AP 4 Aim: To ensure we have the necessary Coaches and Coaching Structure in place to run the planned teams and squads

OBJECTIVE	METHOD	RESPONSIBILITY	TIMESCALE	TARGETS	RESOURCES
1.To move towards having a Head Coach	1. Get general recognition of need (already in Constitution) 2. Interim: use Senior Team Coach and coaches from Cosmo Soccer Academy to mentor Team Coaches 3. Get identified candidate through Level 3 (UEFA B) and other necessary qualifications/training 4. Accustom Coaches to the idea of being led/mentored	Chairman, Vice-Chairman, Committee (interim Coach Co-Ordinator)	Interim arrangements immediately Coach Co-Ordinator by start of 2010-11 Head Coach by start of 2012-13 season	In place In place In place	Costs of using Cosmo for this purpose Cost of UEFA B and other necessary training
2. To recruit the coaches needed for the Club's extra teams	1. Coach Co-Ordinator/Head Coach & Team Coaches to recruit assistant coaches proactively from the families of players 2. Look within Senior and older Youth players for potential coaches 3. Publicity and advertisements to	Team Coaches	2009-10 season & ongoing	6 new coaches per year	Minimal

	be directed at the local community				
3. To train all new coaches to at least FA Level 1	<p>1. Club to fund these courses as far as possible: specific grant application strand (Gedling BC Coach Scholarships and Notts CC Coach Scholarships)</p> <p>2. Club to arrange courses either specifically for GSBFC or in partnership with another developmental Club – or Gedling Football Dev Group</p>	Coaching Co-Ordinator/Head Coach Chairman/Vice Chairman	2009-10 season & ongoing	All coaches qualified to at least Level 1 by half-way through each season	c. £120 per Level 1 Course
4. To offer Continued Professional Development to committed/promising coaches to improve their qualifications	<p>1. Suitable candidates to attend sportscoachUK in Long-Term Athlete Development workshops run each year by Gedling BC</p> <p>2. Club to pay for suitable candidates to attend FA Level 2 & Level 3 Course with support from Gedling and Notts CC Coach Scholarships</p> <p>3. To ensure that suitable coaches attend base-level SAQ Training for all Coaches arranged by Gedling BC</p>	Coaching Co-Ordinator/Head Coach Chairman/Vice Chairman GBC Sports Development Unit	2009-10 season & ongoing	All coaches to attend at least 1 CPD opportunity each year SAQ: 10 Level 2 Coaches & 1 Level 3 Coaches qualified during the period	Costs in line with course costs plus support from GBC
5. To use and strengthen the Club Coaches organisation to create an atmosphere of	<p>1. All Coaches to be issued free with Club Coaches' clothing etc</p> <p>2. Some of CPD opportunities to</p>	Coaching Co-Ordinator/Head Coach	By end of 2010/11 season and	All Coaches with Club clothing	Cost of clothing etc

common purpose	be arranged within a free Coaches' day, including incentives for attendance, and open discussion sessions 3. Expect all Coaches to attend bi-monthly Coaches' Meetings	Chairman/Vice Chairman GBC SDU	ongoing for new coaches	1 Coaches' day per year	Facility hire & tutors for Coaches' day
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AP 5 Aim: To ensure we have the volunteers to run the Club and its teams

OBJECTIVE	METHOD	RESPONSIBILITY	TIMESCALE	TARGETS	RESOURCES
1. To encourage older/enthusiastic players to get involved	1. Identify players from each squad who have shown interest in getting involved 2. Support them in what they do and volunteer for	Committee & team managers/coaches	Reviewed at bi-monthly committee meetings	At least 2 per year	
3. Recruit keen parents and friends and new recruits	1. Club form given to each parent in junior sections which includes question 'are you willing to help and in what areas (with suggestions)...' 2. Identify people who attend matches and events and ask them if they will get involved	Committee plus coaches Committee plus coaches	Beginning of each season	To have at least 3 parents from each team who get involved	

AP 6 Aim: To ensure we have the playing facilities available for the planned Senior teams

OBJECTIVE	METHOD	RESPONSIBILITY	TIMESCALE	TARGETS	RESOURCES
1. To have an improved 1 st team facility in place for the 2010/11 season	1. Approach local clubs with facilities of the right standard	Committee	By end of 2009/10 season	Better facility in place for 2010/11 season	Cost of hire of ground. To be negotiated
2. To have all senior teams playing at the same custom built facility	1. Identify existing local club that could take all senior teams e.g. Goosedale and start discussions	Committee	In place by 2010/11 season	1 st team & Reserves playing at same venue for 2010/11 season & A team move to Carlton Hill	Cost of hire of ground. To be negotiated
	2. Gedling plan gets underway which develops Lambley Lane	Committee	Gets underway by 2011?	‘New’ Lambley Lane by end of 2013 for all teams	Cost of project reviewed with GBC to establish our share
	3. Alternative borough facility sought if Gedling Plan stalls badly e.g. Teal Close, Colwick with Gedling Town. Advice sought from GBC	Committee	Situation monitored constantly by Committee at bi monthly meetings	New facility by 2014/15 – end of 5 year plan for all teams	Cost of project reviewed with GBC to establish our share

	4. Brown/Green field opportunities kept under review as possible option if 2. & 3. above fail	Committee	As above	New facility by 2014/15 – end of 5 year plan for all teams	Major cost/build project e.g. Arnold Town
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AP 7 Aim: To ensure we have the playing facilities available for the planned Junior teams – boys and girls teams

OBJECTIVE	METHOD	RESPONSIBILITY	TIMESCALE	TARGETS	RESOURCES
1. To have all junior boys & girls teams playing at the same venue with facilities to accommodate all teams.	<p>1. Gedling plan gets underway which develops Lambley Lane</p> <p>2. Alternative borough facility sought if Gedling Plan stalls badly e.g. Teal Close, Colwick with Gedling Town. Advice sought from GBC</p>	<p>Committee</p> <p>Committee</p>	<p>Gets underway by 2011?</p> <p>Situation monitored constantly by Committee at bi monthly meetings</p>	<p>New' Lambley Lane by end of 2013 for all teams</p> <p>New facility by 2014/15 – end of 5 year plan for all teams</p>	<p>Cost of project reviewed with GBC to establish our share</p> <p>Cost of project reviewed with GBC to establish our share</p>

AP 8 Aim: To achieve at least Charter Standard Development Club status

OBJECTIVE	METHOD	RESPONSIBILITY	TIMESCALE	TARGETS	RESOURCES
1. To achieve Charter Standard Development Club Status	1. Prepare new development plan for 2009 - 14	Chairman & Development Officer plus Committee	Achieved by end of 2009/10 season	Dev Plan in with FA January 2010	Nil
2. To achieve Charter Standard Community Club status	1. Feedback from Development Club application to enable timescale for Community Club application	Chairman & Development Officer plus Committee	Achieved by end of 2010/11 season	Understand what is required by end of 2009/10 season Application in with FA Jan 2011	Nil

AP 9 Aim: To ensure that we have the Committee/Management structure in place to enable the Club to function efficiently and as an integrated Club

OBJECTIVE	METHOD	RESPONSIBILITY	TIMESCALE	TARGETS	RESOURCES
1. To fill and sustain all Executive Committee positions	1. Agenda item at all Executive committee meetings	Chairman and committee	Reviewed bi-monthly	Identify possible successors/candidates for key positions	Nil - positions are voluntary
2. To ensure the executive committee structure supports the club vision and	1. Committee structure reviewed by committee	Chairman and committee	Reviewed at least once a year	Filled gaps in committee positions	Nil - positions are voluntary

achievement of goals					
3. To monitor progress against the Development Plan	1. Agenda item for bi-monthly committee meetings	Chairman and Committee	Bi-monthly and AGM	Progress against action plans from Development Plan reported at AGM	Nil

AP 10 Aim: To ensure that the Club has social and communication systems in place to ensure its integrated functioning

OBJECTIVE	METHOD	RESPONSIBILITY	TIMESCALE	TARGETS	RESOURCES
1. To prepare a social & communications strategy to sustain the Club	1. Appoint an executive officer to be responsible for social & communications systems in the club 2. Appointed officer prepares plan including review of current practices	Chairman & committee Committee officer appointed plus support from Committee	In place by 2011 End of 2010	Identify potential person by beginning of 2010 season Draft plan in place by end of 2010 Strategy to be in place for 2011 AGM	May require outlay for marketing and cost of events which are hopefully offset by fundraising events

AP 11 Aim: To ensure that the Club is financially viable and sustainable, and has the financial muscle necessary to match-fund major grants

OBJECTIVE	METHOD	RESPONSIBILITY	TIMESCALE	TARGETS	RESOURCES
1. To understand how to effectively access	1. Appoint someone on the committee to become an	Committee plus support from	In place during 2010	Database of potential	Possible expenses

available funding sources	'expert' in accessing available funding for running a club	Gedling Borough, FA and other funding organisations		funding organisations in place by 2011	attending course
2. To obtain potential sponsors/partners	1. Identify a committee member(s) to list and approach potential sponsors/partners	Committee	Ongoing	In place by end of 2010 season	Nil
	2. Meet those interested to agree a mutual partnership	Chairman plus 1 or 2 members from committee	Ongoing	At least 1 major partner comes on board in 2010 with £3K	
3. To continually improve our financial & forecasting systems that will ensure maximum revenues come in and we minimise our costs	1. Review at bi-monthly committee meetings	Committee	Ongoing	A minimum of £3K goes into the reserve fund at the end of each season	None expected

AP 12 Aim: To play a full and active part in the Community

OBJECTIVE	METHOD	RESPONSIBILITY	TIMESCALE	TARGETS	RESOURCES
1. To become a Community Status Charter Standard Club	See AP8 for plan to achieve this	Chairman/Development Officer & Committee	Achieve in 2011	Achieve Development Club Status by mid 2010	Nil
2. To develop a coaching	1. Commence Cosmo Skills	Development Officer &	January to	Fulfil the	Cost of facility

academy in association with Cosmo for the Gedling borough	Development programme in 2010	Chairman plus coaches, and coaches from Cosmo	March 2010	programme and review outcomes in March/April	
	2. Discuss with Cosmo the setting up of a Cosmo/GSB Soccer Academy following pilot programme in early 2010	Development Officer & Chairman plus coaches, and coaches from Cosmo	April 2010	Given favourable outcome above, Soccer academy set up mid 2010 onwards	
3. To run soccer schools and/or tournaments for the Gedling borough	1. Work with Cosmo Soccer Academy and GBC Sports Development to initiate and develop plan	Cosmo, plus team coach reps plus rep from committee plus GBC Sports Dev	From 2010 onwards		Costs of facilities
4. To establish formal club/school links in the borough	1. Establish main catchment schools for current players 2. Liaise with GBC Sports Development 3. Agree schools to approach	Section coach reps body set up to manage this	2010	In place by end of 2010 season	None expected

AP 13 Aim: To move towards replacing casual recruitment with a system of formal school-club links

OBJECTIVE	METHOD	RESPONSIBILITY	TIMESCALE	TARGETS	RESOURCES
1. Establish formal school/club links at junior level for boys and girls	See AP12.4	Section coach reps body set up to manage this	2010	In place by end of 2010 season	Cost of coaches

AP14. Aim: To ensure that the Club's coaching system is fully Long-Term Athlete Development (LTAD) compliant

OBJECTIVE	METHOD	RESPONSIBILITY	TIMESCALE	TARGETS	RESOURCES
1. Ensure that all current Coaches are trained in the principles and practice of LTAD	1. All coaches to attend scUK 'Introduction to Long-Term Athlete Development' workshops (MS1): GBC provide these as part of free Coaching Days 2. All coaches to attend scUK	Committee Head Coach GBC Sports Dev Officer	2 years	All current Coaches to have attended workshops within 2 years All current	20-30 places @ £22.00: £264.00, but free with GBC

	<p>'Introduction to the FUNdamentals of movement' (MS2):</p> <p>3. Some coaches to attend UKSCA Strength & Conditioning workshops</p>	<p>Committee Head Coach GBC Sports Dev Unit</p> <p>Committee Head Coach</p>	<p>2 years</p> <p>2 years</p>	<p>Coaches to have attended within 2 years</p> <p>All current Coaches to have attended within 2 years</p>	
2. Provide support and mentoring for current coaches in LTAD-influenced coaching practices	1. Club to make use of GBC's Community Sports Coach giving each coach a block of 5 weeks with the SAQ coach by the end of the 2011-12 season	SAQ Community Sports Coach GBC SDO Coaches	2.5 years	All Squads benefiting during 2009-10, 2010-11 and 2011-12 seasons	Internal provision
3. Advise players and their parents of the benefit to their football of young players participating in other sports particularly at the FUNdamental stage	<p>1. All players up to U13 to be encouraged to attend Notts AC satellite Athletics Club at Carlton-Willows School and Arnold Hill School</p> <p>2. All players to be encouraged to participate in other sports also – ideally including Gymnastics or swimming or Martial Arts</p>	<p>Coaches</p> <p>Coaches</p>	<p>1 year and ongoing</p> <p>1 year and ongoing</p>	<p>As many members as possible attending</p> <p>As many members as possible attending</p>	
4. Enable the Club to provide the best LTAD input for each player by ensuring that it is aware	1. All players to have their height recorded every 4 weeks at the same stage in their weekly training session	Head Coach Coaches Coaching Secretary	1 year	All players heights regularly recorded 1 month into 2005-6	Cost of measuring equipment 3 @ £20

of each player's developmental age	2. Heights to be put into a computerised graphing system allowing each Team Coach to get immediate notification of changes in developmental stage	Coaching Secretary Coaches	1 year	season All players growth state regularly graphed 1 month into 2005-6 season	Computer peripherals
5. Provide for optimal use of the strength training Window of Opportunity late in the Training to Train stage of LTAD	1. Club to find and appoint a qualified and LTAD-aware Strength and Conditioning Coach	Committee Head Coach	6 months	S&C Coach in position by end of 2004-5 season	None
	2. As cohorts of children reach the growth-spurt, parents to be briefed on the nature and importance of strength-training	Coaches S&C Coach Coaching Sec	6 months and ongoing	First groups to be booked for strength training by the end of the 2004-5 season	None
	3. Arrangements to be made with Wheldon Sports College/Carlton Forum for use of Shokk Gym	S&C Coach GBC Facilities Head Coach	6 months	First groups can start by June 2005	Costs to be negotiated
	4. Players starting to be trained in free weight techniques – up to and including Olympic Lifts -as soon as growth spurt apparent	S&C Coach GBC Facilities Head Coach Coaching Sec	6 months	First groups can start by June 2005	Costs to be negotiated
5 (cont). Provide for optimal use of the strength training Window of Opportunity	5. Players moving up to 3-4 RM (Repetitions Max) lifting – up to and including Olympic Lifts -as soon as growth spurt has significantly	S&C Coach GBC Facilities Head Coach Coaching Sec	1 year	First groups moving on by December 2005	Costs to be negotiated

late in the Training to Train stage of LTAD	slowed 6. All players with individualised training plans from Training to Train stage onwards	S&C Coach Coaches Coaching Sec	1 year	First groups from September 2005	Photocopying etc
6. All new coaches to be trained in LTAD over the same areas and to the same standards as existing coaches	See AP4: Coaching Development Action Plan	Head Coach Committee Coaching Secretary	Ongoing	All new coaches compliant within 6 months of achieving level 1	C. £40 per Coach

Interim Report on Development Plan – October 2012

The following report is an interim report to update the Development Plan in support of the club's application for Charter Standard Community Club status. The current Development Plan is a 5 year plan which is due to end in season 2014/15, a new plan will be written during that season to be ready for season 2015/16 setting the next 5 year phase for the club.

Milestones

A number of additional milestones have been added to mark significant developments and progress within the club:

- Special Ability Section for disabled players started in 2011
- Club awarded Notts FA Charter Standard Club of the Year and Gedling Sports Forum Club of the Year during 2011
- Season 2012/13 saw the club start the season with 32 squads training and playing competitively
- A Soccer Tots section was started during 2012 with football themed fun and activity for children aged 2 to 5 years
- In 2012 the club celebrated 40 years a senior club and 20 years a junior club. To celebrate this the club organised a series of social events during the year of which half of the net funds raised were donated to local charities

Club Vision and Goals

The club vision and goals remain constant for our long term strategy setting out where we want the club to be. 14 action plans were drawn up detailing the pathway to achieving our targets We believe we have made significant progress in these action plans and they are reviewed further on in this interim report.

Team Structures

By 2012/13 season we planned to have 31 teams making up the club, a growth of 6 teams from 2009 and we have in fact 30 squads in place. Excellent progress has been made with our boys mini soccer programme and our girls development programme and our squads have been boosted by unplanned gains from starting a special ability section for disabled players and the introduction of a fun themed activity for 2 to 5 year olds which we hope will then feed our mini soccer programme.

Inevitably gaps have appeared in the 'fickle teenage' years where a lot depends really on the enthusiasm of the coaches more than anything – if the coach falters and there is no ready-made replacement then it's all too easy for the players to drift away either to other clubs or even out of soccer.

Girls development took a little longer to come on stream despite excellent coaches in the club but over the last 18 months targeting of specific schools has paid off with thanks to the FA support.

The senior structure has remained consistent but we have not yet as a club mastered the successful transition from youth to senior football.

The overall team structure from 2009/10 through to 2012/13 and the planned structure for 2014/14 looks as follows in table form:

Type	2009/10	2012/13	Planned 2014/15
Boys	16	20	21
Girls	4	5	8
Seniors	4	4	4
Soccer Tots	0	1	1
Special Ability	0	2	2
Total	24	32	36 (33 in plan)

Coaching & Volunteers

The club has made good progress on coaching increasing the number of L1's to support the evolving team structure, in 2010 the club ran its own L1 course at Arnold Hill school. Specific coaches have pursued other qualifications including L2, Age Appropriate Modules, SAQ and Adult Mentoring. We have had excellent support from Gedling Borough Sports Development and Notts FA. We continue to use professional coaches for our mini section boys from aged 5 to 9 mainly to ensure a good introduction to the game for the youngsters, and while we train our home grown coaches usually from parents

The structure of qualified coaches, volunteers and club annual income currently looks like the following:

Type	2009/10	2012/13	Planned 2014/15
L1	15	24	30
L2	5	4	10
L3+ (Professional coaches)	4	4	4
Volunteers	50	90	100
Committee Volunteers	15	18	25
Annual Income	£37K	£51K	£55K

Zone of Development

Facilities & External Links

The club's main ambition is to have a single location with a club house and facilities for all teams. Progress has been made albeit slowly. Meeting have taken place with both Gedling Borough and Notts FA to pursue our aims and whilst we are recognised as a growing club that needs facilities there are no green field sites being developed

currently for sports development in the borough. In view of this we have therefore prioritised existing facilities in the borough and in 2011/12 began negotiations with Carlton Le Willows school to migrate our junior section from Lambley Lane which had stagnated badly through lack of maintenance.

We started discussions with the Spirit Pub Company and Notts FA in February 2012 to take over a long term lease for the Riverside Ground at Stoke Bardolph which would be an excellent facility to use alongside Carlton Le Willows. However for reasons beyond our control a 1 year temporary lease was granted to Real Utd a drug rehabilitation project who are City based. We were however given assurances that in 2013 we would be invited to be part of an open tender for a long term lease for the ground. We look forward to this opportunity which will move the club a long way forward in our goal for a decent facility.

Links with schools have come and gone over the years but we currently have arrangements with Arnold Mill & Robert Mellors schools in Arnold and Willow Farm in Gedling supporting both boys and girls mini soccer. We have recently run coaching sessions for girls in Arnold Mill school following an initiative with Notts FA.

One of the club's Vice Presidents is currently a non- executive director with Notts County and we have had discussions with the Commercial department of Notts who are initiating a 'sister' club proposal with local community clubs that can be mutually beneficial to both clubs.

Training/Tournaments/Holiday Activities/Disability in Sport/Soccer Tots

All teams train weekly supplementing games played at weekends and numerous local indoor and outdoor facilities are used throughout the borough in the summer and winter months. The junior move to Carlton Le Willows has enabled a lot more teams to train and play at one venue.

A lot of the mini and junior sides play in tournaments at the end of the season. We tried this year to organise a girls mini tournament as part of our 40/20 celebrations but the response was not that great so it was not held. We are particularly keen to run a girls tournament at Carlton Le Willows where the facilities are ideal for this, so we will give it another try in 2013 or look for an alternative activity.

The establishment of a special ability section for players with disabilities in 2011 has broadened our perspective and experience in the club, and the setting up of a soccer tots section in 2012 literally means we can provide football opportunities throughout the community from aged 2 to 62! Both sections are expanding and because of the type of sections they are they can attract funding. We have already raised over £15K for the Special Ability section which has allowed them to go on visits to sporting venues and go on weekend breaks.

Progress Against Action Plans

AP1 To achieve the desired playing and training structure – boys' teams

On track with mini soccer programme implemented and co-ordinator appointed to oversee the programme – we have nearly 150 boys in our aged 5 to 10 programme. We are assessing and adjusting to the impact of the new small sided game structure which has come into effect this season

AP2 To achieve the desired playing and training structure – girls' teams

On track again although this took a little longer to establish. The key has been schools links and the tenacity and stamina of our girls development coaches to make this work. Programme in place with excellent coaching resources and a Girls Development Officer appointed.

AP3 To achieve the desired playing and training structure – feeder teams for Seniors

Started off well with two U18 sides integrating well into senior football, the weaker of the two sides forming a Colts side at senior level which has been maintained. The stronger players from U18 integrated well into the better teams but turnover of players and fall out from management changes has meant the transition has not run smoothly. Gaps have also appeared as two U17/18 squads folded at the end of their seasons for various reasons. We currently have two U17 Sunday squads and we are putting in place a transition plan with their coaches and senior team coaches from the end of this season.

AP4 To ensure we have the necessary Coaches and Coaching Structure in place to run the planned teams and squads

We have not been able to establish a Head Coach for the club as there have been no suitable candidates in-house to take on the role. Instead we have tried to specifically get the mini soccer development programmes firmly in place for both girls and boys and we are pleased that we have the programme, the coaches and the players in place to sustain this. The boys programme is more advanced but only because we have only had girls in the club since 2008.

We have managed to run a L1 course ourselves in 2011 and have sent candidates on other Gedling based L1 coaching courses. We have encouraged coach development throughout the club supporting L2 applications, SAQ and LTAD development and coaches attending Age Appropriate coaching modules.

AP5 To ensure we have the volunteers to run the Club and its teams

Older players continue to get involved in the running of the club taking on team management, refereeing and committee positions.

We have managed to recruit not only parent coaches but also younger coaches into squads and this season we are starting a coach/leadership programme for 16/17 year

old players in the club which is being supported by the FA and the Gedling Football Development Group

AP6 To ensure we have the playing facilities available for the planned senior teams

First off we have never failed yet not to have adequate playing facilities for the senior section each season. Our goal has always been to have one facility for the whole club with a clubhouse to provide an income stream. However we realise there is likely to be a number of steps to achieving this. We moved to a floodlit ground for our 1st team for a couple of seasons but our other teams were playing at other venues in the Gedling Borough. Basically it didn't work out as it became a costly exercise and isolated our 1st team from the rest of the club. So from this year our 1st team are playing back at Carlton Hill and the other teams are at Carlton Le Willows, all close to each other. The Gedling Plan for Lambley Lane seems as far away as ever, and an ambitious attempt this year to take on the lease at Stoke Bardolph the former Gedling Town pitch backfired when the brewery who owned the lease gave it to a city based club founded on drug rehabilitation.

We are still firmly on the radar as a big club in the Gedling Borough but the realistic options seem to be ground sharing or discussing with Carlton Le Willows School the development of their substantial grounds

AP7 To ensure we have the playing facilities available for the planned junior teams – boys and girls teams

The Gedling Plan which included the redevelopment of Lambley Lane stalled so with the ground effectively not being maintained to an acceptable standard by Gedling Borough Council, we started migrating our junior sides to Carlton Le Willows school from season 2011/12 where mini, junior and senior football can be accommodated. We will monitor the situation to see how suitable it is during the 2012/13 season and review for future use.

AP8 To achieve at least Charter Standard Development Club status

We are currently in the middle of our 5 year development plan and have successfully gone through the annual charter standard health check with Notts FA over the last two years. We have an outstanding application in to be upgraded to a Charter Standard Community status club as we feel we meet the criteria. We have been recognised for our progress as a club by being awarded the Notts FA Charter Standard club of the Year during 2011 and the Gedling Sports Forum Club of the Year also in 2011.

AP9 To ensure that we have the Committee/Management structure in place to enable the Club to function efficiently and as an integrated Club

A fully integrated club remains key to our philosophy and operation as a club. Committee and manager/coach meetings are held bi-monthly in alternate months and all sections are represented at the same meetings. We have appointed key people into section head positions who have become a focal point for the progress of a particular section (the sections are soccer tots, mini boys, girls, special ability, junior boys, senior men), and who sit on the main executive committee of the club.

We have most key committee positions filled with the exception of a social & fundraising person and communications officer – until somebody suitable is identified these issues are picked up by the committee.

AP10 To ensure that the Club has social and communication systems in place to ensure its integrated functioning

This has been an extremely difficult vacancy to fill, one or two people have been tried at the role but it hasn't worked so in effect the strategy hasn't been completed as forecast nor do we have in place currently a volunteer who can solely carry out the role. Short term plans have been adopted to address specific projects like for example the club celebrating this year its 40/20 years a senior & junior club, but this has been led by a member of the committee. So the gap remains and needs to be filled or addressed differently.

AP11 To ensure that the Club is financially viable and sustainable, and has the financial muscle necessary to match-fund major grants

We have an excellent club financial officer who is a Finance Director in a sizeable private company, and he has put in place an extremely comprehensive set of accounts which allows the club to monitor its finances and how each team raises and spends its income. The club has accessed a number of grants over the years through local community grants, the Football Foundation and Sport England, has obtained small amounts of private sponsorship each season but still relies on the subscriptions of its members for the bulk of its income. New kits and equipment are usually funded through sponsorship.

The major grant raising will come along when we have our own facility but we believe we have the experience, expertise and networking in the club to match-fund major grants when the opportunity comes along.

AP12 To play a full and active part in the Community

We have certainly met our aim to provide a lifetime's opportunity to play for one local football club literally from the age of 2 to 62! We try to get involved in as many of the Borough's activities as we can and have regularly attended and participated in the Arnold Carnival, the Gedling Gala and Gedling Show. We have had numerous school/club links over the years which are covered in AP13 below.

Now we are at Carlton Le Willows we have a facility for running holiday activities and tournaments. Our latest community link is with Notts County ironically celebrating their 150 years as the oldest league club in the world alongside 40 years a senior club and 20 years a junior club for Gedling Southbank – we are in talks to become 'sister' clubs mutually supporting each other in the community.

In celebrating this year we have had a number of events with half of any funds made being donated to local charities, The charities to benefit have been Framework, The Broad Appeal, Maggie's, Special Kidz Nottingham, Help for Heroes and MacMillan Cancer Care.

AP13 To move towards replacing casual recruitment with a system of formal school-club links

We have had school links over the years with Westdale Lane, Robert Mellors, Richard Bonnington, Mapperley, Arnold Mill, Willow Farm and Seeley providing coaching and ongoing opportunities to play for the club. The move to Carlton Le Willows for training and playing is also significant in the junior sides and many players from the club go to the school.

AP14 To ensure that the Club's coaching system is fully Long-Term Athlete Development (LTAD) compliant

This remains a key objective of the club but our priorities have focussed on establishing a thriving mini development section for both boys and girls which has taken time especially with the girls whose section we only started in 2008. In doing this we have put a number of parents each year through L1 courses in compliance with our Charter Standard status. The setting up of a Tots section in 2012 with children as young as 2 attending a fun & football themed session on a Saturday morning together with professional coaches helping to run the 5 to 9 year old mini section programme has ensured we are aware of young children's physical development.

Cameron Evans, the SAQ coach has supported many of the coaches throughout the club and one of our coaches will be training for the International SAQ award and will be available to use in-house. We will keep very close to Gedling Borough Sports Development to ensure our coaching methods remain LTAD compliant.