

LONDON BOROUGH OF HARINGEY
FOOTBALL DEVELOPMENT PLAN 2009 - 2012
(FINAL DRAFT)
JANUARY 2009

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EXECUTIVE SUMMARY

- 1) **Vision:** The vision for the 'The Haringey Football Development Plan 2009 - 2012' is 'to promote and provide, both individually and in partnership, football activity and the facilities that sustain it, to meet the needs of all communities in Haringey and in support of local, regional and national policy objectives'.
- 2) **Aims:** The aims of the Haringey Football Development Plan mirror those of the Football Association's national and London strategies and are:
 - a) **Growth and retention:** To support existing players and introduce new male, female and disability players and diverse communities to football.
 - b) **Raising standards:** To create a safe and positive environment within which to play football.
 - c) **Developing better players:** To develop better players, with a particular focus on the 5 - 11 year old age group.
 - d) **Workforce development:** To recruit and support a skilled and diverse football coaching, officiating and administration workforce.
 - e) **Facilities development:** Develop a hierarchy of provision in line with the 'area-based offer' in 'The Haringey Sport and Physical Activity Strategy'.
- 3) **Objectives and outcomes:** To help to deliver the vision and aims, the following objectives have been identified for the football development programme, with performance indicators to be achieved by 2012 which also reflect the FA's national and London strategies, with an element to address local circumstances in Haringey:
 - a) **Growth and retention:** Expand all aspects of the game in Haringey by.....
 - **Mini-soccer:** Supporting Charter Standard clubs to develop ten new mini-teams and develop a Haringey-based mini-soccer league.
 - **Male youth teams:** Supporting Charter Standard clubs to develop eight new junior male teams, two new small-sided junior male teams and two junior female teams.
 - **Female youth teams:** Running promotional sessions for female youth players and provide exit routes to Charter Standard clubs to form additional teams.
 - **Adult male teams:** Developing a new small-sided league for 22 new teams in conjunction with Power League and U18 and U21 eleven-a-side leagues to assist with the transition from junior to adult play.
 - **Adult female teams:** Supporting clubs with junior women's teams to retain players for three new adult teams.

- **Disability teams:** Build upon the existing disability football projects in Haringey to contribute two additional teams to the proposed new county disability league.
- b) **Raising standards:** Raise standards by:
- **Mini and youth teams in Charter Standard clubs:** 75% of youth and mini-soccer teams in the borough playing in Charter Standard clubs.
 - **FA Community Clubs:** One Community Club in the borough.
 - **FA Development Clubs:** Two Development Clubs in the borough.
 - **FA Charter Standard Clubs:** Ten more Charter Standard clubs in the borough.
 - **FA Adult Charter Standard Clubs:** Three Adult Charter Standard clubs in the borough.
 - **'Respect':** Introducing the 'Respect' campaign to all leagues in Haringey.
- c) **Developing better players:** To develop better players by:
- **FA Skills Programme:** Promoting the FA Skills Programme to all teachers, parents and coaches.
 - **Under-represented groups:** Assisting players from under-represented groups to achieve the standards required for football centres of excellence.
- d) **Workforce development:** To develop coaches and officials by:
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- **Coach development:** Having at least a Level One coach for every team.
 - **Referee development:** Recruiting 14 new referees, one referees instructor, two referees coaches and four referees assessors.
 - **Welfare officers:** Ensuring that all clubs with youth teams have a trained welfare officer.
 - **Young leaders:** Recruiting two additional Young Leaders to work on local football development initiatives.
- e) **Facilities development:** Improve facilities provision by:
- **Localised facilities:** To seek to provide at least one floodlit multi-use games area in each of the 19 wards in the borough, to support local efforts to expand the small-sided game. Reviewing the size and quality of the hard play areas at all 62 primary school sites in the borough and making

improvements as appropriate, to facilitate skills training for the 5 - 11 year old age group.

- **Area Assembly facilities:** Developing football facility clusters in each of the seven Area Assemblies in the borough, addressing in particular the quality of grass pitches and changing facilities to improve usage capacity.
- **Boroughwide facilities:** Using the White Hart Lane Community Sports Hub as the focus for football development programmes of a boroughwide nature.
- **Centre of excellence:** Supporting the Tottenham Hotspur Academy to provide an exit route for the most talented players from the borough.

4) **The local context:** The local context for football in Haringey is as follows:

- a) The borough is characterised by great diversity, both in the ethnic and cultural mix of its residents, but also in geographical contrasts between areas of relative affluence in the west and deprivation in the east.
- b) The sports participation rates of Haringey as a whole appear to have fallen in the period 2006 - 2008 to levels below the regional and national averages. The 2006 'Active People' survey highlighted differences between the rates of activity for men and women, white and non-white groups and able-bodied and disabled people, which are much wider than the figures for London and England as a whole, although detailed updated data on this is not yet available for 2008.
- c) In common with many other relatively deprived areas, voluntary sector sport is not well developed in Haringey, with low rates of volunteering, club membership and involvement in organised competitive sport.
- d) The relatively low involvement rates of involvement of the voluntary sector, highlight the importance of public sector provision (in particular facilities and programmes provided by the Council).
- e) Levels of satisfaction with sports provision in the borough have increased significantly and are now higher than the average rates for London.
- f) Sport England's market segmentation data highlights the disproportionately large numbers in Haringey of men and women aged 18-35 from lower income groups and men aged 26-45 from the same socio-economic groups. There is considerable potential for attracting these groups to football development programmes in the borough.
- g) Overall rates and frequency of participation in sport by young people in Haringey is below the regional and national averages. Football features very strongly in sports preferences, particularly for boys, although there is a significant drop in participation rates for football between extra-curricular

levels and rates of membership of community-based football clubs. Football is also by far the most popular sport that young people would like to take up in the borough.

5) **The strategic context:** The implications for football development in Haringey are as follows:

- a) **The Haringey Community Strategy:** Football development will contribute to the priorities to create community cohesion, improve the life chances of young people and tackling health inequalities through increased physical activity.
- b) **The Haringey Sport and Physical Activity Strategy:** Football can play a key role in improving opportunities to participate in sport and physical activity. The 'Area-Based Offer' and the proposed hierarchy of provision associated with it, will provide a framework for football facilities that will improve access to local opportunities.
- c) **The Haringey Football Development Plan:** The 2005 plan identifies the many challenges and opportunities facing football development in Haringey, including:
 - **Club development:** All clubs will be supported and encouraged to work towards (and ultimately achieve) Charter Status and better school-club links will be developed.
 - **Voluntary sector development:** Several voluntary sector providers deliver football opportunities in the borough, in particular the Haringey Sports Development Trust and further support will be offered to such bodies.
- d) **The London FA Strategy:** The document provides the regional context to the FA's National Game Strategy and it identifies the following:
 - **Facilities:** London has 16% of the national population, but only 3% of the overall number of pitches.
 - **Mini-soccer:** There are 14 mini-soccer teams in Haringey, compared with 72 in neighbouring Enfield. The London FA will therefore prioritise mini-soccer development work in the inner London boroughs, including Haringey.
 - **Youth football:** Haringey has 55 male youth teams and eight female youth teams. This compares with 225 male youth teams but just two female youth teams in Enfield.
 - **Adult football:** Haringey has 67 adult male teams and three adult female teams. This compares with 247 male teams but just two female teams in Enfield.

- e) ***Inclusive and active:*** The document contains proposals to increase participation by disabled people in London by 1% per annum, in part by creating more inclusive mainstream sports clubs and also by improving physical access for disabled people to sports facilities.
- f) ***The National Game Strategy:*** The document contains targets for growing and retaining participation, improving standards of play and developing facilities, which will guide the strategic direction of football development in Haringey.
- g) ***The FA Charter Standard Club Programme:*** The programme will be central to the delivery of football development in Haringey.
- 6) ***Current football provision in Haringey:*** A SWOT analysis reveals the following:
- a) ***Strengths:*** These are as follows:
- ***Football team increases:*** There was an overall increase of 13.9% in the number of affiliated football teams in Haringey between 2006/07 and 2007/08, with the number of mini-soccer teams almost doubling.
 - ***Charter Standard clubs:*** 15% of all affiliated football clubs in the borough have achieved the FA's Charter Standard, well above the national average of 9.1%. 68.3% of youth and mini-soccer teams in Haringey play in a club with Charter Standard status, with a national average of only 46.8%.
 - ***Football pitch supply:*** The number of football pitches in the borough is adequate to meet demand at present.
 - ***Agencies with a commitment to football development:*** There are a wide range of statutory, voluntary and charitable organisations in Haringey currently involved in football development, often to meet wider agendas.
 - ***Football Development Plan:*** The existing Football Development Plan has provided a valuable basis for co-ordinating development over the past three years.
 - ***Satisfaction with overall sports provision:*** Levels of satisfaction with sports provision in the borough have increased significantly between 2006 and 2008 and are now higher than the average rates for London.
 - ***The popularity of football:*** Surveys of young people in Haringey reveal the popularity of football, which features very strongly in sports preferences, particularly for boys. Football is also by far the most popular sport that young people would like to take up in the borough.
- b) ***Weaknesses:*** These are as follows:

- **Overall sports participation rates:** The overall rates of sports participation in Haringey are below the regional and national averages, according to the 2008 'Active People' survey.
- **Participation by under-represented groups:** The 'Active People' survey found participation amongst under-represented groups such as women, BME groups and disabled people is disproportionately low in Haringey.
- **Football 'conversion rates':** FA data shows the proportion of footballers as a percentage of the overall population is significantly lower in Haringey than for London or England as a whole. The mini-soccer figures are lowest of all, with conversion rates only 20% of the national average.
- **Small-sided football:** Small-sided football is poorly developed at junior level, with no teams at all in the borough. Eight of the 19 wards in Haringey do not have a kickabout area at present.
- **Pitch provision:** There are currently enough football pitches to meet existing demand in Haringey, but the number of pitches per capita is well below regional and national averages. This suggests current provision is only adequate because local demand levels are suppressed, possibly as a result of the lack of pitch supply.
- **Quality of pitches and ancillary facilities:** 17% of all football pitches are in 'poor' condition, 22% do not have access to changing facilities and 60% do not have any on-site social facilities.
- **Accessibility:** 'The Haringey Open Space and Sports Assessment' identified a 400m walk as the appropriate catchment for football pitches. At present, around half of the population of the borough is outside such a catchment.

c) **Opportunities:** These are as follows:

- **The London FA Strategy:** 'The London Football Association Strategy 2008 - 2012' interprets the FA's 'National Game Strategy 2007 - 2012' in a London context, thereby providing individual boroughs with priorities and targets that can be interpreted at local level.
- **Building Schools for the Future:** The BSF programme in Haringey will provide new and improved sports facilities at several secondary schools in the borough. This will create opportunities to improve education and community use of the provision.
- **Football Foundation:** The Foundation has provided £934,754 of grant funding to football projects in Haringey between 2002 and 2008, contributing to overall project costs of £1,591,622. The Foundation is keen to support further appropriate projects in the future.

- **Market segmentation data:** Sport England’s market segmentation data identifies disproportionately large numbers of 18-35 year olds from lower income groups and men aged 26-45 from the same socio-economic groups. There is considerable potential for attracting these groups to football programmes in the borough.

d) **Threats:** These are as follows:

- **Limited pitch supply:** In a heavily urbanised borough, identifying sites for additional grass pitches to satisfy increased demand could be problematic.
- **Falling sports participation rates:** The ‘Active People’ survey revealed falling rates of participation in sport and physical activity in the borough and thus increases in football participation will need to reverse local trends.

7) **Future development proposals:** The following will be achieved by 2012:

Priority	Aim	Targets and Actions
Growth and retention	To support existing players and introduce new male, female and disability players and diverse communities to football.	<ul style="list-style-type: none"> • Mini-soccer: Support Charter Standard clubs to develop ten additional mini-teams. • Male youth teams: Support Charter Standard clubs to develop eight additional junior teams. Continue to support the Kickz and Positive Futures projects to recruit new junior players. • Female youth teams: Run promotional sessions for female youth players and provide exit routes to Charter Standard clubs to form two additional teams. • Adult male teams: Develop a new small-sided league for 22 teams in conjunction with Power League. Develop U18/ U21 leagues, to ease the transition from junior to adult play. • Adult female teams: Support clubs with junior women’s teams to retain players for adult sides, to develop three new teams. • Disability teams: Build on the existing disability football projects in Haringey to contribute two new teams to the proposed county disability league.
Raising standards	To create a safe and positive environment within which to play football.	<ul style="list-style-type: none"> • Mini and youth teams in Charter Standard clubs: 75% of teams to play in Charter Standard clubs (12 more than 2008). • FA Community Clubs: Support existing Charter Standard clubs in Haringey to seek to achieve one Community Club in the borough. • FA Development Clubs: Support existing Charter Standard clubs in Haringey to seek to achieve two Development Clubs in the borough. • FA Charter Standard Clubs: Support existing clubs in Haringey to seek to achieve ten additional Basic Charter Standard clubs in the borough (to add to the existing nine). • FA Adult Charter Standard Clubs: Support existing adult clubs in Haringey to seek to achieve three Adult Charter Standard clubs in the borough. • ‘Respect’ campaign: The ‘Respect’ campaign will be introduced to all leagues in Haringey.

Priority	Aim	Targets and Actions
Developing better players	To develop better players, with a focus on the 5 - 11 year old age group.	<ul style="list-style-type: none"> • FA Skills Programme: The FA Skills Programme will be promoted to teachers, parents and coaches. • Under-represented groups: Assist players from under-represented groups to achieve the standards required for football centres of excellence.
Workforce development	To recruit and support a skilled and diverse football coaching workforce.	<ul style="list-style-type: none"> • Coach development: Recruit and support a skilled and diverse football coaching workforce, including 183 level one coaches, 51 level two coaches and 12 level three unit one coaches. • Referee development: Recruit and support a skilled and diverse football refereeing workforce, including 14 new referees, one referees' instructor, two referees' coaches and four assessors. • Club development: All clubs with youth teams will have a trained welfare officer. Two additional Young Leaders will be recruited and trained to work on local football development initiatives.
Facility development	Develop a hierarchy of facility provision in the borough in line with the 'area-based offer' in 'The Haringey Sport and Physical Activity Strategy'.	<ul style="list-style-type: none"> • Localised facilities: To seek to provide a floodlit multi-use games area in all 19 wards in the borough, to support efforts to expand the small-sided game, with priority to the 8 wards without kickabout areas at present. The size and quality of the hard play areas at all 62 primary school sites in the borough will be reviewed and improvements made as appropriate, to facilitate skills training for the priority 5 - 11 year old age group. • Area Assembly facilities: Football clusters will be developed in all seven of the Area Assemblies, involving schools, clubs and core facilities. • Boroughwide facilities: The White Hart Lane Community Sports Hub will continue to be the focus for football development programmes of a boroughwide nature. • Centre of excellence: The Tottenham Hotspur Academy will continue to be supported and developed, to provide an exit route for the most talented players from the borough.

8) **Summary:** The developments proposed in Haringey have been devised by adopting the priorities identified in the London FA Strategy to the context of the borough and in so doing they:

- a) Reflect the priorities and targets in the FA's National Game Strategy and London FA Strategy.
- b) Build upon the objectives set out in other local, regional and national strategic policy documentation.
- c) Take account of local circumstances in Haringey.
- d) Address local deficiencies identified through the SWOT analysis of local provision.
- e) Provide a framework within which investment decisions can be made.

Football Development Plan
Indicative costs and funding table

Neighbourhood Management Area	Scheme	LBH £	BSF £	S 106 £	Other £	FF funding £	Total cost (estimate) £	Priority
Wood Green	Heartlands High/Alexandra Palace		875,000			875,000	1,750,000	10/10
Wood Green	Alexandra Park School/ Albert Road Recreation Ground				¹ 350,000	350,000	700,000	9/10
Wood Green	White Hart Lane Community Sports Centre/ Woodside High/ St Thomas More School/ White Hart Lane Recreation Ground	300,000	400,000		² 800,000	1,000,000	2,500,000	10/10
West Green & Bruce Grove	Lordship Recreation Ground/ Broadwater Farm Community Centre/ Inclusive Learning Campus	460,000			³ 80,000	540,000	1,080,000	8/10
West Green & Bruce Grove	Downhills Park / Park View Academy	40,000			⁴ 125,000	165,000	330,000	7/10
Muswell Hill	Muswell Hill Playing Fields / Fortismere School	100,000			⁵ 540,000	640,000	1,280,000	7/10
Tottenham & Seven Sisters	Down Lane Recreation Ground/ John Loughborough School			50,000		50,000	100,000	6/10
St. Anns & Harringay	Finsbury Park				tbc		tbc	4/10
		900,000	1,275,000	50,000	1,895,000	3,620,000	7,740,000	
Northumberland Park & WHL	Bull Lane Playing Fields/ Selby Centre/ London Borough Enfield			580,000	⁶ 580,000		1,160,000	5/10

¹ Other funding assumed will be provided by the school.

² Other funding assumed as Tennis Foundation (£200k), GLA (£200k), LOCOG (£400k)

³ Other funding is Heritage Lottery Fund

⁴ Other funding assumed to be provided by Park View Academy

⁵ Assumes combination of S106 and capital receipts

⁶ Other funding not known. However responsibility for funding rests with LB Enfield

DRAFT London Borough of Haringey Football Action Plan 2009 - 2012

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Football Development Objectives

Your Vision

The Haringey Football Development Plan 2009 – 2012 is to 'promote and provide, both individually and in partnership, football activity and the facilities that sustain it; to meet the needs of all communities in Haringey and in support of local, regional and national policy objectives'.

Objectives

- 1) Growth and Retention
- 2) Raising Standards
- 3) Developing Better Players
- 4) Workforce Development
- 5) Facilities Development

Growth and Retention

Aim	<ul style="list-style-type: none"> To support existing players and introduce new male, female and disability players and diverse communities to football
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Achievement Targets	<ul style="list-style-type: none"> Increase junior teams by 10 Increase male youth teams by 6 Increase female youth teams by 3 Develop a small-sided league for 22 new teams Increase adult male teams by 4 Increase adult female teams by 2 	<ul style="list-style-type: none"> Develop 1 female and 1 male disability team Develop a new mini soccer summer league Improve links and levels of transition between schools and clubs Establish estate based programmes for youth Establish 2 new disability teams
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Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
To develop 10 additional junior teams	Work with Charter Standard clubs to identify 1. Club capacity, 2. Coaches, 3. Facility availability, 4. local catchments. Recruit volunteer coaches and advertise for players in local schools and the community	A minimum of 10 new junior soccer teams	Clubs, LBH Officer, SSCOs, THF	September 2010	Officer time

Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
To develop 6 additional youth teams	Work with Charter Standard clubs to identify 1. Club capacity, 2. Coaches, 3. Facility availability, 4. local catchments. Clubs to recruit volunteer coaches and advertise for players in local schools and the community	A minimum of 6 new male youth teams, 3 of which will be playing small sided games	Clubs, LBH Officer, THF	September 2010	Officer time
To support Kickz and Positive Futures projects to recruit new junior players	Work with Kickz and Positive Futures providers to identify gaps and promote to the needs of junior players	An increase in male junior players	LBH Officer, Charter Standard clubs, development officers, schools	Ongoing	Officer time
Run promotional sessions for female youth players	Work with Charter Standard clubs to identify good practice and where sessions can take place. Seek advice from providers such as Haringey Sports Development Trust (HSDT), THF, AAG.	An increase in female youth players	Charter Standard clubs, approved suppliers, schools, THF	March 2010 and ongoing	2009/10 £7500 (TBC) £2000 AP & £4000 Markfield)
To provide exit routes to clubs and form 3 additional teams for females	Work with clubs to identify 1. Club capacity, 2. Coaches, 3. Facility availability, 4. Local catchments. Junior teams to work in partnership with CS clubs.	A minimum of 3 new female youth teams	Clubs, LBH Officer, SSCOs, THF	September 2010 and ongoing	See above
Develop existing disability football projects to create 2 new teams for the proposed county disability league	Work with clubs/projects to identify 1. Capacity, 2. Coaches, 3. Facility availability, 4. local catchments. Use examples of good practice. Advice from THF	A minimum of 2 new disability football teams in the county disability league	THF, current disability projects	Dec 2010	Sport Unlimited 2009/10 (£5,000)

Objective <i>(what needs to be done?)</i>	Tactic <i>(how do you intend to achieve your objective?)</i>	Achievement Target <i>(what will be achieved?)</i>	Responsibility	Timescale <i>(when will you complete your objective?)</i>	Council Finance <i>(how much is it going to cost?)</i>
Ensure clubs are fully inclusive and accessible for people with disabilities	Advice and support from THF, clubs/coaches to attend equity/disability workshops, disability aspects written into club development plan	An increase in players with disabilities in mainstream clubs	THF, clubs, coaches	Dec 2010 and ongoing	THF & LBH Officer Time
To develop a new small sided league for 22 adult male teams	Use HariActive programme (pub & work tournament). Partnership working with Power Leagues	A new small sided league for a minimum of 22 new teams	Power League, LBH Officer,	Initial League – March 10 Full League – March 11	2009/10 £6000
To develop U18/U21 leagues to ease transition from junior to adult play	Work with Charter Standard clubs/affiliated leagues to identify 1. club capacity, 2. coaches, 3. facility availability. Use examples of good practice. Advice from approved providers.	An increase in U18/U21 male teams and developed leagues	Current Haringey leagues, Clubs, Coaches, LBH	Dec 2010	2009/10 £2000
Support clubs with junior girls' teams to retain players for adult sides and develop 2 new teams	Work with Charter Standard clubs to identify 1. Club capacity, 2. Coaches, 3. Facility availability, 4. local catchments. Use examples of good practice	A minimum of 2 new adult female teams	Clubs, LBH Officer, development officers	March 2011	2009/10 £2000
To develop a new mini soccer summer league	Clubs have indicated support for this development. THF have agreed to lead.	League established with 10 teams for summer 2010	THF, LBH	August 2010	£5000
To develop stronger links/transition routes between schools and clubs	Work through PESSYP, SSCOs and Football Forum. LBH to initially take the lead in facilitating an improved relationships	Increase % of school pupils in membership of sports clubs from 39.1% to 45%	SSCOs, clubs	December 2011	Officer time
To provide improved access to information about opportunities to participate	Development of web portal	Contribute towards achievement of other growth and retention targets	LBH	March 2010	Officer time

Objective <i>(what needs to be done?)</i>	Tactic <i>(how do you intend to achieve your objective?)</i>	Achievement Target <i>(what will be achieved?)</i>	Responsibility	Timescale <i>(when will you complete your objective?)</i>	Council Finance <i>(how much is it going to cost?)</i>
To provide increased levels of opportunity for youth to participate in estate based programmes	Seek to build on existing partnership working between social housing providers, police, Youth Service and THF.	4 estate based programmes in place in year 1 rising to 12 in year 3	LBH	2009-2011	Via partners

Raising Standards

Aim	<ul style="list-style-type: none"> To create a safe and positive environment within which to play football
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Achievement Targets	<ul style="list-style-type: none"> Increase mini and youth Charter Standard clubs by 7 Achieve 1 Charter Standard Community Club Achieve 2 Charter Standard Development Clubs <ul style="list-style-type: none"> Achieve 10 additional Basic Charter Standard Clubs Achieve 3 additional Adult Charter Standard Clubs Introduction of 'Respect' campaign to all leagues To provide enhanced levels of financial support and incentives to clubs
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Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
75% of junior and youth teams to play in Charter Standard clubs	Identify and work with key clubs with capacity, identify a child welfare officer within club – attend clubs FA course and CRB, Level 1 coach with FA CRB.	A minimum of 4 new mini and youth soccer Charter Standard	London FA, clubs, LBH, THF	March 2012	2009/10 £3000

Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
Support existing Charter Standard clubs to achieve Community Club status	Identify and work with CS clubs with capacity. To work with County FA Development Officer and club committees. Clubs establish 10 teams from youth to adult. Support links with the community. Appoint schools officer and volunteer officer within club. Attend soccer parent course.	A minimum of 1 Community Club	London FA, clubs, LBH, THF	March 2011	Officer Time
Support existing Charter Standard clubs to achieve Development Club status	Identify and work with CS clubs with capacity. Establish 5 teams with 4 separate sections. Extensive club development plan. Manager to have Level 2.	A minimum of 2 Development Clubs	London FA, clubs, LBH, THF	Dec 2010	Officer Time
Support existing clubs to achieve Basic Charter Standard club status	Identify and work with key clubs. FA to hold CS standard workshops. provide ongoing support throughout process.	A minimum of 7 additional Basic Charter Standard clubs	London FA, LBH, clubs, THF	Dec 2010	Officer Time 2009/10 £500
Support existing adult clubs to achieve Adult Charter Standard club status	Identify key adult clubs. Support each team to get a qualified First Aider. Commitment to attend FA coaching adults courses.	A minimum of 3 Adult Charter Standard clubs	London FA, LBH, clubs, THF	Dec 2011	Officer Time 2009/10 £500
Introduce the 'Respect' campaign to all leagues	LBH to work with FA. Feasibility of implementing a system of rewards and sanctions to be investigated.	The 'Respect' campaign will be implemented and followed in all Haringey leagues. Action will be taken to promote good behaviour and discourage poor behaviour.	London FA, leagues, Haringey clubs, THF, FA, LBH	Ongoing Feasibility by March 2010	Officer Time Celebrating Sport Awards (£150)

Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
Overcome financial barriers to participation / support clubs to obtain financial support to meet FDP targets.	Publicise funding opportunities to clubs. Facilitate workshops to assist clubs in applying for funding.	Enhanced levels of applications to external funding sources.	LBH, THF, Clubs	Ongoing	Officer time
To enable more clubs to achieve Charter Standard	Encourage existing CS clubs to support those working towards Charter Standard. Explore the potential for smaller clubs to merge to provide enhanced support capacity.	This forms part of the overall target to achieve 7 additional basic Charter Standard clubs	LBH, clubs	December 2011	Officer time
To review the existing charging policy for clubs to provide greater incentives for Charter Standard clubs	Review of existing policy	Policy reviewed	LBH	September 2010	Officer time. Any changes to be overall cost neutral.

Developing Better Players

Aim	<ul style="list-style-type: none"> To develop better players, with a focus on the 5 – 11 year old age group
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Achievement Targets	<ul style="list-style-type: none"> Teachers, parents and coaches aware of and using The FA Skills Programme Identify under-represented groups Programmes implemented to assist under-represented groups achieve centre of excellence standard Achieve Centre of Excellence status for Spurs Ladies
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Objective <i>(what needs to be done?)</i>	Tactic <i>(how do you intend to achieve your objective?)</i>	Achievement Target <i>(what will be achieved?)</i>	Responsibility	Timescale <i>(when will you complete your objective?)</i>	Council Finance <i>(how much is it going to cost?)</i>
Promote the FA Skills Programme to teachers, parents and coaches in line with the London FA development strategy	Workshops to be held by London FA in schools, clubs, community areas.	Teachers, parents and coaches aware of and using The FA Skills Programme	FA, schools, clubs	Ongoing	Officer Time
Identify Under-represented groups	Use Sport England data to identify groups.	Under-represented groups will be identified	Sport England, LBH	Dec 09	Officer Time
Work in partnership with the THFC Academy to enable clubs to put forward talented players to the Academy	Academy to develop referrals process	Increased number of Haringey junior players in THFC Academy	THFC	Ongoing	Officer Time

Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
To seek to achieve Centre of Excellence status for Spurs Ladies	Through representation by LBH to the FA	Centre of Excellence status achieved	FA	September 2010	Officer Time

Workforce Development

Aim
<ul style="list-style-type: none"> To recruit and support a skilled and diverse football coaching workforce

Achievement Targets
<ul style="list-style-type: none"> Increase the number of Level 1 coaches to 183 Increase the number of Level 2 coaches to 51 Increase the number of Level 3 Unit 1 coaches to 12 Increase the number of Registered Referees to 14 Increase the number of Referee Instructors to 1 Increase the number of Referee assessors to 4 Increase the number of Referee Coaches to 2 All clubs to have a trained welfare officer Increase the number of Young Leaders to 2 To develop more effective pathways for coach development within Haringey

Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
Recruit and support a skilled and diverse coaching workforce	Work with clubs to identify coaches, hold the relevant courses in accessible and relevant places, work with County FA Officer, promote courses and coaching bursaries	A minimum of 183 Level 1, 51 level 2 and 12 Level 3 coaches A minimum of 1 Level 1 coach for every team	London FA, coaches, LBH, Pro Active North London (PANL)	May 2009 – establish baseline March 2012	Dependent on baseline & funding from other sources e.g. Bursary schemes. 2009/10 up to £3,000 available

Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
To seek to ensure all teams have at least 1 Level 1 coach	To access courses through Local County FA	A minimum of 183 new Level 1 coaches of which 52 are BME	London FA, LBH, THF, AAG clubs, PANL	March 2012	See above
To develop 51 new Level 2 coaches	Offer opportunities for people to access Level 2 Courses with Local County FA	A minimum of 51 new Level 2 coaches of which 17 are BME	London FA, THF, AAG, LBH, coaches, PANL	March 2012	See above
To develop 12 new Level 3 coaches	Offer opportunities for people to access Level 3 Courses with Local County FA	A minimum of 12 new Level 3 coaches of which 3 are BME	London FA, LBH, coaches, PANL	March 2012	See above
To provide coaches with ongoing opportunities to develop	Join the County Coaches Association. Identify needs through Football and Club Forums/Association. Greater retention of coaches – more coaching activity.	Full club/all coaches joined the County Coaches Association. Greater retention of coaches – more coaching activity.	CCA, London FA, LBH, PANL, HSDT	March 2012	Officer time
Recruit and support a skilled and diverse refereeing workforce	Work with clubs/schools/FE to identify referees, hold the relevant courses in accessible and relevant places, work with County FA Officer, promote courses and officiating bursaries	A minimum of 14 new referees, 1 referee's instructor, 2 referees' coaches and 4 referees' assessors. Of the new referee's 4 are BME	London FA, LBH, Club Forum	May 2009 – establish baseline March 2012	Dependent on baseline & funding from other sources e.g. Bursary schemes 2009/10 up to £500 available
To develop more effective pathways for coach development	THFC Academy Head Coach to implement.	More effective coaches working in Haringey. Higher levels of coach retention in the game.	THFC	Ongoing	Officer Time

Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
To seek to ensure all clubs with youth teams have a trained welfare officer	Work with County FA Officer to hold the relevant course	All clubs have a minimum of 1 trained welfare officer	London FA, clubs	2012	Officer time
Young Leaders working on local football development initiatives	Work with SSP and local football development providers to recruit and train young leaders from schools and leadership academies. Utilise Step into Sport project.	A minimum of 2 additional Young Leaders working on local football projects	SiS Officer, schools, football providers	March 2012	PDM budget

Facilities Development

Aim					
<ul style="list-style-type: none"> To improve the quality of, and access to facilities and develop a hierarchy of facility provision in the borough in line with the 'area based offer' in 'The Haringey Sport and Physical Activity Strategy' 					
Achievement Targets					
<ul style="list-style-type: none"> To provide a minimum of 1 facility per ward to expand provision for small sided games Achieve a review of all primary school hard play areas Develop improved facilities across each of the 7 Neighbourhood Management areas To improve levels and quality of pitch maintenance Develop White Hart Lane Community Sports Centre as a focus for football development To enable more Haringey teams to play home matches in the Borough 					
Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
To support the expansion of the small-sided game with priority to the wards without current kick-about areas		Development of small sided-game in the 8 wards without a football area	LBH, CCVO & THF	2016	TBC. Seek to utilise S106 and other funding opportunities

Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
To review the size and quality of hard play areas at all primary school sites	Undertake audit of primary schools. Seek to influence allocation of Primary Capital Fund.	A review of all 62 primary school hard play areas. Targets for improvement to be set.	LBH - Property & Contracts (CYPS), SSCOs, CCVO & PDMs	Review – Aug 09 List of improvements – Aug 10 Budget & funding ascertained	TBC
To facilitate skills training for the 5-11 age group	To develop coaching skills amongst teachers and club coaches.	An increase in skills training for the 5-11 age group	SSCOs, clubs, PANL, THF	Establish extended schools football programme baseline June 09. Establish areas of need & budget requirements Dec 09 Establish funding resources - Mar 10	TBC
To develop football clusters at the Area Assembly level	Via partnership working with schools, clubs and LBH Parks. Where applicable, use leverage/incentivise through investment opportunity. Funding via LBH, BSF, S106 and FF.	Developed football clusters in all 7 of the Area Assembly areas.	LBH Recreation Services	Ongoing. All clusters to be functioning by Dec 2012.	Officer time Funding tbc
To continue to develop White Hart Lane Community Sports Centre as the focus for borough wide development programmes	Develop the centre as a community sports hub	Borough wide football development programmes at White Hart Lane Sports Hub	Hubs Officer & Club, Coach & Volunteer Development Officer	March 2012	2009/10 £3000

Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
To support and develop the Tottenham Hotspur Academy to provide exit routes for talented players		Exit routes for the most talented players from the borough established	CCV Officer, PDMs and THF	Dec 2011	Officer time
To enable more Haringey teams to play home matches in the Borough.	Through an agreed programme of facility improvements in schools and parks and open spaces	TBC. Establish baseline	LBH	Dec 2012	Put in figure
To seek to enable more Haringey schools and clubs to improve access to facilities.	Via PESSYP, SSCOs, Football Forum, LBH and schools.	Increased number of incidences of both schools and clubs reporting improved levels of access	School governors, clubs, LBH.	Ongoing	There may be additional costs arising out of enhanced use. This to be investigated on a case by case basis.
To improve levels and quality of pitch maintenance.	To have a minimum of 3 FT staff in Haringey with the Institute of Groundsmanship qualification. To have appropriate maintenance programmes for all pitches in the Borough.	3 staff with an appropriate qualification.	LBH	Dec 2011	Via staff training budgets

