



**THE CABINET**

**Tuesday, 23 July 2013**

**Agenda Item 11.      Barking Abbey and Robert Clack Comprehensive  
Schools: Acceptance of Football Foundation Grants  
for Artificial Grass Pitches (Pages 1 - 53)**

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**CABINET****23 July 2013**

This report is submitted under Agenda Item 11. The Chair will be asked to decide if it can be considered at the meeting under the provisions of Section 100B(4)(b) of the Local Government Act 1972 as a matter of urgency in order for grant funding to be secured from the Football Foundation by the deadline of 31 July 2013.

<b>Title:</b> Barking Abbey and Robert Clack Comprehensive Schools: Acceptance of Football Foundation Grants for Artificial Grass Pitches	
<b>Report of the Cabinet Member for Children's Services</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> Longbridge and Heath	<b>Key Decision:</b> Yes
<b>Report Authors:</b> Steve Benning, Programme Sponsor, School Estate & Admissions	<b>Contact Details:</b> Tel: 020 8227 3674 E-mail: <a href="mailto:steve.benning@lbbd.gov.uk">steve.benning@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Jane Hargreaves, Divisional Director Education	
<b>Accountable Director:</b> Helen Jenner, Corporate Director Children's Services	
<p><b>Summary:</b></p> <p>Earlier this year, Barking Abbey and Robert Clack Comprehensive Schools were approached directly by the Football Foundation, the UK's largest sports charity, to apply for capital grants towards the cost of installing new artificial grass pitches and associated equipment such as floodlighting.</p> <p>The schools were successful with bids totalling almost £850,000. This represents approximately 74% of the total project costs, with the schools committed to funding the balance.</p> <p>The Football Foundation requires the grants to be formally accepted by 31 July 2013 and the works to be completed by 31 May 2014. As landowner, the Council is required to be party to the Agreements and it is also proposed that the Council supports the projects by contributing jointly with the schools to a fund to meet fees and potential project overspends, this would be through the Cabinet approved School Modernisation Fund 2013/14 where funding is already in place.</p> <p>The project will provide the schools with a unique opportunity to create high quality sports facilities that would otherwise be unaffordable, radically improving current provision and enhancing opportunities for students and the wider community to participate in sporting activities.</p>	

## **Recommendation(s)**

The Cabinet is recommended to agree to:

- (i) The acceptance of two Football Foundation grant awards and their terms and conditions in partnership with each school
- (ii) Authorise the Corporate Director of Finance and Resources, in consultation with the Divisional Director of Legal and Democratic Services, to establish the detailed terms of agreements and any other necessary legal documentation
- (iii) The commitment to meet any additional costs over and above the contingency allowed on a 50/50 share basis with the schools, to be funded through the School Modernisation Fund 2013/14 where funding is already in place.
- (iv) Enter into a 21 year commitment to retain the Artificial Grass Pitches in use for the purposes conditional to the funding award
- (v) The appointment of a Project Manager to deliver the two Artificial Grass Pitch projects

## **Reason(s)**

- (i) To secure the capital grant awards for the development of improved football facilities for schools and community use within the funding deadlines
- (ii) To assist the Council in supporting its core values to secure a better life and a better future for all and in the value of achieving excellence

## **1. Introduction and Background**

- 1.1 The Football Foundation (FF) is the UK's largest sports' charity, funded by the Premier League, the Football Association and the Government. The FF directs £30m every year into grass roots sport. Artificial Grass Pitches (AGPs) are synthetic grass pitches that offer year-round access to play football regardless of weather conditions. The FF's specification typically includes initial survey work, site strip, drainage system, engineered base layer preparation, "third-generation" synthetic grass pile, pitch markings, goalposts and nets, divider nets, floodlighting and access paths. The specification is designed to meet FA/FIFA regulations.
- 1.2 Barking Abbey and Robert Clack Comprehensive Schools were approached directly by the Football Foundation who were seeking rapid applications for capital grants towards the cost of new Artificial Grass Pitches, complete with flood lighting, drainage works and perimeter fencing. The FF had identified the schools as suitable candidates for grants aimed deprived areas and were keen to receive their bids quickly. The funding award has a community bias. Schools have had to demonstrate a community focus and are further required to develop a five year plan. Other schools are able to book use of the football facilities in the same way as any other organisation.

- 1.3 Both schools submitted bids and have received the FF's offer of grants of £429,797 and £448,435, representing 74% and 73% respectively of the estimated total cost of each project. The value of awards is based upon estimated cost plans prepared for the bids by the FF's cost consultants and technical advisers. The value includes a 5% contingency against unforeseen costs. The FF's Award of Grant letter is attached as **Appendices A/1 and A/2**.

## **2 Proposal**

- 2.1 The grants are conditional upon the schools' acceptance, in partnership with the Council, of the General Terms and Conditions of Grant that require their implementation of Football Development Plans and realisation of the Business Cases that supported their successful bids. Further, the schools have committed to contributing the remaining 26%/27% of the capital project cost; this agreement will be formalised in a signed document currently being drafted by Legal Services. It is further proposed that the Council supports the delivery of the AGPs by sharing the cost of any overspend with each school on a 50/50 basis, with the Council's contribution being drawn from the School Modernisation Fund 2013/14, (approved by Cabinet 14 February 2012; Minute 109).
- 2.2 Acceptance of the grants must be given to the FF no later than 31 July 2013. The first claim for payment must be submitted before 30 November 2013 and the final claim made no later than 31 May 2014.
- 2.3 Whilst the bids were submitted directly by the schools the award of funds can only be made by the FF to the landowner, in this instance the Council. The FF will reimburse the Council for payments they have made against monthly valuations and no funds will be advanced to the Council other than reimbursements after payments.
- 2.4 The procurement of the works will be managed through the FF's framework of specialist contractors and the tendering process will be overseen and evaluated by the FF's quantity surveying consultant. The Council will be responsible for the appointment of a Project Manager to deliver the project and it is proposed that fees arising will be paid from the School Modernisation Fund as part of the Council's 50/50 commitment. If there is an under-spend on the build this will be used to reimburse PM costs. If schools want to carry out any further works this will be school funded and under a separate contract.
- 2.5 Once the funding agreement is signed the Council will need to ensure that property/title requirements are satisfied. This process has already commenced as part of the initial funding offer and will now be completed by the Council's property lawyers.
- 2.6 Conditional Town Planning consent for the Robert Clack AGP and floodlights has been granted. The use is to be restricted between the hours of 9:00 a.m. and 10:00 p.m. and the cricket pitch will need to be relocated. This is in agreement with the school.

### 3 Schools' Responsibilities

- 3.1 The schools are each obliged under their agreement with the FF to implement five-year Football Development Plans, (FDPs); these plans have already been approved as part of the grant award process. The FDP demonstrates how the schools will deliver the FF's visions and objectives to create a high quality facility and promote participation in football. Attached as **Appendices B/1 and B/2** are copies of each schools FDP.
- 3.2 The schools will be required to instigate and maintain a sinking fund to cover the cost of upkeep of the facility and to ensure that any excess income generated by wider community use of the pitches is ring-fenced into a football development fund.

### 4. Financial Summary

- 4.1 For clarity the following summary of anticipated spend is as follows;

	Barking Abbey Comprehensive	Robert Clack Comprehensive
Confirmed Football Foundation grants	£ 429,797	£ 448,435
Schools' confirmed capital commitments	£ 150,000	£ 170,000
Total Project Cost	£ 579,797	£ 618,435
Agreed Shared Fund for overspend/fees	£ 50,000	£ 50,000

- 4.2 The FF grant offer will provide annual revenue savings to the school, because they will no longer need to bus pupils out of the Borough to suitable all-weather facilities, as well as essential capital investment at no cost to the school or Council.

### 5 Options Appraisal

- 5.1 There is no realistic alternative to the proposal as no other capital grants are currently available and internal budgets are insufficient to create the improved facilities.
- 5.2 The option to do nothing would lose the opportunity to address a little of the deficiency of all-weather pitches in the Borough. The need for artificial pitches is emphasised by recent Sport England data; in London there is demand for 269 pitches but there are only 138 in existence which equates to nearly a 50% shortfall. This is mirrored at a local level; Sport England note that within Barking and Dagenham there are 3 artificial turf pitches that are available at all times whilst there is a requirement for 6. There is a recognised strategic demand for artificial turf pitches in the Borough which, at present, the Council has no means of meeting. The Borough's sport and physical strategy recognises this demand and one of its priorities is the provision of new artificial pitches.

## **6. Consultation**

- 6.1 These proposals are broadly ward specific but will offer improved sporting facilities to the wider community beyond ward boundaries. Consultation has taken place between the schools and FF representatives prior to the offer being made.

## **7. Financial Issues**

- 7.1 Implications verified by: Dawn Calvert, Group Manager Adults & Children's Finance. No comments received. Financial issues are covered elsewhere in this report.

## **8. Legal Issues**

- 8.1 Implications verified by: Daniel Toohey, Principal Corporate Solicitor and Allan Donovan, Contracts Lawyer
- 8.2 This report is seeking Cabinet approval to enter into an agreement and access grant funding being made available by the Football Foundation for the benefit of Barking Abbey and Robert Clack comprehensive schools.
- 8.3 By the terms of the grant funding agreement the grant is being made available to the respective schools but the Council is named as being jointly and severally liable with the recipient schools.
- 8.4 As with most grant funding agreements, there are provisions that govern when any repayment (or, "claw back") may apply. These would typically take effect if any funding remained unspent or was not applied within a given timeframe. Additionally, the funding is capped at about 74% of the overall anticipated spend for both schools with the schools accepting liability for the remaining costs. Another scenario to be aware of is the possibility of overspend for one or both projects.
- 8.5 The implication for the Council should any of the above scenarios arise would be the Council's financial liability under the joint and several liability provisions of the funding agreement. The report author has sought and obtained advice from the LBB legal practice regarding the best way to manage, control and minimize any such risk going forward.

## **9. Other Implications**

### **9.1.1 Risk Management**

The risk that there will be additional cost when realising the AGP projects is addressed by the involvement of the FF's appointed cost consultant who specialises in the successful delivery of AGP projects. The risk is further ameliorated as the feasibility budget estimates that informed the bids were prepared in consultation with the FF's technical and financial advisers and therefore benefited from a wealth of specialist experience of similar projects. Risk of funding shortfall is medium impact (2) and low probability (1) = 2 green.

- 9.1.2 The risk that the project may not be delivered within the timescale determined by the award of grant will be minimised by procuring the works using the FF's specialist contractor framework. The framework contractors are vetted by the FF's

technical and cost consultancies who will be responsible for preparing and evaluating the tenders. There has also been a significant level of pre-planning work by the specialist consultant and geo-technical surveys are about to commence. The FF's award is conditional upon the project being procured using their own tried and tested procurement route. The Council will also appoint a Project Manager from its own consultancy framework to take responsibility for delivering the overall project effectively.

### **Contractual Issues**

The FF will instruct their own framework administrators to obtain tenders from their six framework partners. This will involve each of the partners coming to site to undertake their own inspection. The form of contract to accompany this procurement route will be the FF's standard tried and tested arrangement set up with their framework partners.

### **9.3 Staffing Issues**

There are no staffing issues other than the requirement, set down in the FF's award of grant letters, that a representative of the maintenance staff attends and passes an Institute of Groundsmanship approved course on synthetic pitch management. School staffing is already in place.

### **9.4 Customer Impact**

Both the short and long term impacts of this proposal will make a significant contribution to the Borough's efforts to promote sport, health, community participation and achieving excellence through 'Sporting Barking and Dagenham' as well as being a great addition to the schools' sporting excellence in football. For those leaving school, employment opportunities will be enhanced. The benefits yielded by the project will be positive for customers regardless of race, gender, disability, sexuality, faith, age and will promote community cohesion.

### **9.5 Safeguarding Children**

Adoption of the recommendations will contribute to the Council's objective to improve the wellbeing of children and whole life opportunities.

### **9.6 Health Issues**

Delivery of the AGP projects will meet the Council's aspirations for healthy lifestyles and participation in sporting activities. Community access to facilities by young people in the holiday periods will increase and it is anticipated that club and community use will increase significantly.

Artificial sports surfaces have proved particularly successful in the take up of football by women. National evidence has demonstrated that women, particularly young women, often stop playing sport during adolescence and young adulthood and this is not replaced by any other form of physical activity (Women's Sport and Fitness Foundation WSFF 2011). One of the key influencing factors in women's participation is the standard and quality of facilities; hence the proposed investment may potentially increase women's participation (WSFF 2009).

### **9.7 Crime and Disorder Issues**

Approval of the proposal will satisfy a local need for a wider spectrum of evening, weekend and school holiday period activities to prevent anti-social behaviour. To support this, provision needs to be accessible and affordable.



9.8 **Property / Asset Issues** - This proposed decision would facilitate the improvement and renewal of Council assets.

**Background Papers Used in the Preparation of the Report:**

Cabinet 14 February 2012; Minute 109 – School Modernisation Fund 2013/14

**List of appendices:**

- **Appendix A/1** Football Foundation Facilities Award of Grant letter Barking Abbey Comprehensive School
- **Appendix A/2** Football Foundation Facilities Award of Grant Robert Clack Comprehensive School
- **Appendix B/1** Robert Clack Comprehensive School Football Development Plan
- **Appendix B/2** Barking Abbey Comprehensive School Football Development Plan

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Mr M Lloyd  
**The Barking Abbey School**  
Sandringham Road  
Barking  
Essex  
IG11 9AG

Ms H Jenner  
**London Borough of Barking and Dagenham**  
Children's Services  
Town Hall  
1 Town Square  
Barking  
IG11 7LU

31 May 2013

Ref: G78105

Dear Mr Lloyd and Ms Jenner

**THE BARKING ABBEY SCHOOL IN PARTNERSHIP WITH THE LONDON BOROUGH OF DAGENHAM: NEW 3G AGP**

The Foundation has approved a capital grant offer of **74%** of a total project cost of £579,797 subject to a **maximum payment of £429,797** to **The Barking Abbey School in partnership with the London Borough of Barking and Dagenham** towards a new 3G AGP and delivery of the aims and objectives detailed in the Application and the enclosed Football Development Plan in accordance with the General Terms and Conditions enclosed with and set out in this letter. The definitions in the General Terms and Conditions attached also apply in this letter.

This grant is offered jointly to The Barking Abbey School in partnership with the London Borough of Barking and Dagenham (together the "Organisations" or "Applicant").

**1. Additional Conditions**

**1.1** The Grant is subject to satisfaction of the following additional conditions:

**Pre-construction conditions**

- That a full planning permission document is agreed in writing by the Foundation.



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**The Barking Abbey School**  
Sandringham Road  
Barking  
Essex  
IG11 9AG

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**London Borough of Barking and Dagenham**  
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1. **Additional Conditions**

1.1 The Grant is subject to satisfaction of the following additional conditions:

**Pre-construction conditions**

- That a full planning permission document is agreed in writing by the Foundation.

- That the final design, tender documents and processes are agreed in writing by the Foundation prior to tendering.
- That the tender evaluation report and tenders are agreed in writing by the Foundation, prior to the contractor being appointed.
- That the Club provides evidence for the bank account that the grant will be paid into before any funds are released. This must be in the form of a copy of a bank statement or paying-in slip.
- The Organisations shall at their own cost enter (or permit the Foundation to enter) a restriction on the registered title to the property on which the Facility is being developed (“the Property”) as detailed in clause 21 of the General Terms and Conditions or a caution against first registration in the case of unregistered land and, if requested to do so by the Foundation, enter into a deed of dedication in relation to the Property. Further:
  - The Organisations’ solicitors must provide a solicitor’s undertaking that the Organisations will pay the Foundation’s legal costs of putting the restriction or caution and deed of dedication in place as set out in the guidance note provided.
- That all revenues generated by the AGP, net of contributions made into an annual sinking fund, are ring-fenced into a football development fund held by the applicant.
  - The purpose of this fund will be to re-invest into football activities/programmes or further football facility improvements.
  - This football development fund and the related sinking fund shall be reviewed on an annual basis and any re-investment decisions taken by a small working group made up of the applicant, relevant club/s and representatives from the Essex FA.
  - Applicants will be required to present annual accounts relating to AGP income and sinking funds to the Football Foundation as part of on-going Monitoring and Evaluation obligations.

**Please Note: No grant will be payable if construction of the Facility starts without written permission to proceed from the Football Foundation.**

**Pre-claim capital conditions**

- That new grass pitches comply with the FA Performance Quality Standard.
- That the AGP meets the standards for full / small (delete as applicable) size pitches contained within the FA Artificial Pitch Guidelines 2010.
- That all the goal posts at the site comply with the FA Goals for Football: Guidance Note and must comply with BSEN748:2004, BS8461:2005+A1:2009 and BS8462: 2005+A2:2012.
- That the applicant produces a cashflow forecast which illustrates when the Foundation grant will be drawdown.

**Pre-claim revenue conditions**

- None.

### **Pre-opening conditions**

- That prior to the facility opening, the programme of use and pricing policy is forwarded to the Foundation, FA and CFA for approval.
- That a detailed maintenance plan is produced in conjunction with the appointed supplier and agreed in writing by the Foundation prior to opening.

### **Ongoing conditions**

- That yearly reports against the Football Development and Business Plans are submitted to the Foundation. These should be attached to the electronic Annual Monitoring & Evaluation Returns Form that the Foundation will send you on a yearly basis.

### **Final 5% conditions**

In addition to those detailed in paragraph 8.1.1 of the General Terms and Conditions, the following conditions must be met before the final 5% of the capital Grant is paid:

- That a representative of the maintenance staff attends and passes an Institute of Groundsmanship approved course on artificial pitch maintenance.
- That the applicant requests their contractor(s) to complete the data input on the Economic Research form provided, from commencement of the works, and issues the completed form to the Foundation on completion of the project. This data will help inform the Foundation's research into the economic benefits of its funding programmes.

- 1.2 Until the pre-construction and pre-claim capital conditions are fulfilled, no Grant will be payable.
- 1.3 Until the pre-claim revenue conditions are fulfilled, no revenue Grant will be payable.
- 1.4 Until the final 5% conditions are fulfilled, the final 5% of the capital Grant will not be paid.
- 1.5 The Organisations must request the first payment of Grant **within six months of the date of the Grant Offer Letter**, unless otherwise agreed in writing by the Foundation. See section 7.7 of the General Terms and Conditions for more detail.
- 1.6 The Organisations must request the last payment of the Grant **within 12 months of the date that the first claim is paid by the Foundation**, unless otherwise agreed in writing by the Foundation. See section 7.8 of the General Terms and Conditions for more detail.

## 2. **Acceptance**

- 2.1 The Organisations have **two months from the date of the Grant Offer Letter** to accept the terms and requirements of this Grant. If the Organisations do not accept the terms and requirements of this Grant within two months from the date of this letter, the offer will lapse unless reasons are given for the delay, which are accepted by the Football Foundation. If the offer lapses, your application will be regarded as having been withdrawn. You are bound by this Grant Offer Letter or the General Terms and Conditions attached until such time as you make a claim for payment of the Grant or any payment of Grant is made to you.
- 2.2 No Grant Agreement comes into existence between the Football Foundation and the Organisations, and accordingly the Football Foundation is not bound to make payment of the Grant, unless and until a signed Grant acceptance form has been received by the Football Foundation from both organisations and where applicable the specific requirements set out in paragraph 1.1 above have been fulfilled to the Football Foundation's satisfaction.
- 2.3 If you wish to accept this Grant on the terms stated herein **please return one copy of each of the attached form of acceptance**, duly signed and dated by two authorised signatories to our Investment Programme Manager, Ben Dunning. You should retain the other copy, which, together with this letter, will constitute the Grant Agreement between the Football Foundation and the Organisations.

## 3. **Payment of the grant**

- 3.1 **Capital Grants.** On compliance with the pre-construction conditions and pre-claim capital conditions set out in paragraph 1.1 and on receipt of appropriately completed claim forms and relevant supporting documents, the Foundation will pay claims at the same percentage rate that the Grant bears to the Project cost. This will continue until 95% of the Grant has been released. The remaining 5% of the Grant will be paid on receipt of written evidence of completion of the Project in accordance with clause 8 or clause 9 of the General Terms and Conditions and any other specific final 5% claim conditions referred to in clause 1.1, if any.
- 3.2 **Revenue Grants.** On compliance with the pre-claim revenue conditions set out in paragraph 1.1 above and on receipt of satisfactory completed revenue claim forms and relevant supporting documents, the Foundation will pay claims six monthly in arrears at the percentage rate detailed in Schedule 1.
- 3.3 The Organisations must ensure that sufficient funds are retained to meet the balance of any costs and to cover the period between the penultimate payment and completion of the work to be funded by the Grant.

- 3.4 I enclose claim forms, which should be completed and returned as the work progresses. Each form must include a completed statement of expenditure and details of the net value of the work completed at each claim stage (excluding voluntary labour, other contributions in kind, contractual retention fees and other non-allowable costs). The form must be counter-signed by an appropriately qualified and authorised person and must be accompanied by appropriate supporting documentation.
- 3.5 Payments will be made by Bankers Automated Clearing Services (BACS) directly into a valid bank account, but you will be sent a remittance advice telling you exactly how much is being transferred into your account and the date. **Please complete and return the bank details form enclosed.**

#### 4. **Signage and Publicity**

- 4.1 Your attention is drawn to the provisions of clause 10 of the General Terms and Conditions. The Foundation will provide official signs to give recognition to the financial support provided by the Foundation. Please contact the Foundation's authorised signage contractor, Icon Display, on 020 8269 6229, to determine the appropriate signage for your project and to arrange for its installation.
- 4.2 To secure appropriate press coverage of this award, **you should treat the details of this letter as private and confidential** until you have discussed the offer with our Events Team on 0845 345 4555 Ext: 4282 or at [events@footballfoundation.org.uk](mailto:events@footballfoundation.org.uk).
- 4.3 To maximise publicity and discuss the official opening of your project, you are asked to contact the above mentioned Events Coordinator a minimum of six weeks prior to the opening.
- 4.4 Please note that any material you publish in relation to your Grant must carry the Football Foundation logo and any references you make to it in the media and other information outlets at any time must acknowledge the investment by the Football Foundation. A logo can be obtained from [www.footballfoundation.org.uk/logos](http://www.footballfoundation.org.uk/logos). Please get prior permission from our Events Team before printing any material that contains the Foundation logo. The Events Team can be contacted at [events@footballfoundation.org.uk](mailto:events@footballfoundation.org.uk).

#### 5. **Project Monitoring**

Further payments of the Grant are dependent on the satisfactory fulfilment of the Foundation's monitoring requirements, for the duration of the Grant Agreement (see clause 11 of the General Terms and Conditions for more details). The current evaluation requirements can be found on the Foundation's website.



## 6. Increased Costs and VAT


- 6.1 If at any time the total expenditure for the Project exceeds the estimated amount stated in the Grant Offer Letter there will be no corresponding increase in the Grant even if additional costs arise that were previously unforeseen and in particular the Foundation will not increase its Grant if VAT becomes payable. You should seek specific advice about your Organisation's VAT status and the Project's liability to VAT.
- 6.2 The Foundation also reserves the right, if the final total allowable expenditure is less than the estimated expenditure to review the amount of the Grant and, where it considers appropriate, to reduce the Grant payable or to demand a refund of part of the Grant. The amount of such reduction or refund shall be determined by the Foundation at its discretion but shall not exceed the amount of the under-spend.
- 6.3 The Foundation pays its Grant as a percentage of Project costs subject to a maximum sum. The amount of the Grant payable by the Foundation will therefore be less than the maximum stated if your Project is delivered under budget.

## 7. Privacy and Data Protection Statement

- 7.1 Please ensure that you are familiar with the Football Foundation's Privacy and Data Protection statement which explains how information about you will be processed and stored. By applying for a grant from the Football Foundation you are agreeing to us being able to record and process relevant information about you. A link to the statement can be found here: <http://www.footballfoundation.org.uk/privacy-statement>.

If you have any questions about this letter, please contact your Investment Programme Manager, Ben Dunning, on 0845 345 4555 Ext 4293. **All correspondence regarding your project should also be addressed to your programme manager.**

Yours sincerely



**Dave McDermott**  
**Director of Investment**

cc: Mark Liddiard, Regional Facilities and Investment Manager, The FA  
Paul Creedon, Regional National Game Manager, The FA  
Brendan Walshe, Development Manager, Essex County FA

**Schedule 1**  
**Schedule of payments for Revenue Grant**

Not applicable

**ACCEPTANCE OF GRANT CONTRACT**

**THE LONDON BOROUGH OF BARKING AND DAGENHAM: NEW 3G AGP**

**First signature:**

I am pleased to accept the Grant offer on the terms of the Grant Offer Letter and the General Terms and Conditions attached to it. I understand that no legal obligations to the Football Foundation exist until such time as we make a claim to draw down the Grant. I am empowered to sign this acceptance form on behalf of the Organisation.

Name (BLOCK CAPITALS) \_\_\_\_\_

Position \_\_\_\_\_

Signature                     *Alan Jenner*                     Date                     6/6/13                    

**Second signature:**

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Name (BLOCK CAPITALS) \_\_\_\_\_

Position \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Ref: G78105

The Barking Abbey School in partnership with  
the London Borough of Barking and Dagenham

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Name (BLOCK CAPITALS) \_\_\_\_\_

Position \_\_\_\_\_

Signature                     *Steve Jenner*                     Date                     6/6/13                    

**Second signature:**

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Name (BLOCK CAPITALS) \_\_\_\_\_

Position \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

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The Barking Abbey School in partnership with  
the London Borough of Barking and Dagenham

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Name (BLOCK CAPITALS) HELEN JENNER

Position Corporate Director Children's Services

Signature *Helen Jenner* Date 6/6/13

**Second signature:**

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Position \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Ref: G78105

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the London Borough of Barking and Dagenham

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Name (BLOCK CAPITALS) \_\_\_\_\_

Position \_\_\_\_\_

Signature *Helen Jenner* Date 6/6/13

#### Second signature:

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Name (BLOCK CAPITALS) \_\_\_\_\_

Position \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Ref: G78105

The Barking Abbey School in partnership with  
the London Borough of Barking and Dagenham



**RECEIVED**

06/06/13

Mr M Fox  
**Robert Clack School**  
Gosfield Road  
Dagenham  
Essex  
RM8 1JU

Ms H Jenner  
**London Borough of Barking and Dagenham**  
Children's Services  
Town Hall  
1 Town Square  
Barking  
IG11 7LU

31 May 2013

Ref: G78095

Dear Mr Fox and Ms Jenner

**THE ROBERT CLACK SCHOOL IN PARTNERSHIP WITH THE LONDON BOROUGH OF BARKING AND DAGENHAM: NEW 3G AGP**

The Foundation has approved a capital grant offer of **73%** of a total project cost of £618,435 subject to a **maximum payment of £448,435** to **The Robert Clack School in partnership with the London Borough of Barking and Dagenham** towards a new 3G AGP and delivery of the aims and objectives detailed in the Application and the enclosed Football Development Plan in accordance with the General Terms and Conditions enclosed with and set out in this letter. The definitions in the General Terms and Conditions attached also apply in this letter.

This grant is offered jointly to **The Robert Clack School in partnership with the London Borough of Barking and Dagenham** (together the "Organisations" or "Applicant").

**1. Additional Conditions**

1.1 The Grant is subject to satisfaction of the following additional conditions:

**Pre-construction conditions**

- That the applicant notifies Sport England of the proposed development.



- That a full planning permission document is agreed in writing by the Foundation.
- That the final design, tender documents and processes are agreed in writing by the Foundation prior to tendering.
- That the tender evaluation report and tenders are agreed in writing by the Foundation, prior to the contractor being appointed.
- That the Club provides evidence for the bank account that the grant will be paid into before any funds are released. This must be in the form of a copy of a bank statement or paying-in slip.
- The Organisations shall at their own cost enter (or permit the Foundation to enter) a restriction on the registered title to the property on which the Facility is being developed (“the Property”) as detailed in clause 21 of the General Terms and Conditions or a caution against first registration in the case of unregistered land and, if requested to do so by the Foundation, enter into a deed of dedication in relation to the Property. Further:
  - The Organisations’ solicitors must provide a solicitor’s undertaking that the Organisations will pay the Foundation’s legal costs of putting the restriction or caution and deed of dedication in place as set out in the guidance note provided.
- That all revenues generated by the AGP, net of contributions made into an annual sinking fund, are ring-fenced into a football development fund held by the applicant.
  - The purpose of this fund will be to re-invest into football activities/programmes or further football facility improvements.
  - This football development fund and the related sinking fund shall be reviewed on an annual basis and any re-investment decisions taken by a small working group made up of the applicant, relevant club/s and representatives from the Essex FA.
  - Applicants will be required to present annual accounts relating to AGP income and sinking funds to the Football Foundation as part of on-going Monitoring and Evaluation obligations.

**Please Note: No grant will be payable if construction of the Facility starts without written permission to proceed from the Football Foundation.**

**Pre-claim capital conditions**

- That the AGP meets the standards for full size pitches contained within the FA Artificial Pitch Guidelines 2010.
- That all the goal posts at the site comply with the FA Goals for Football: Guidance Note and must comply with BSEN748:2004, BS8461:2005+A1:2009 and BS8462: 2005+A2:2012.



- That the applicant produces a cashflow forecast which illustrates when the Foundation grant will be drawdown.

**Pre-claim revenue conditions**

- None.

**Pre-opening conditions**

- That prior to the facility opening, the programme of use and pricing policy is forwarded to the Foundation, FA and CFA for approval.

**Ongoing conditions**

- That yearly reports against the Football Development and Business Plans are submitted to the Foundation. These should be attached to the electronic Annual Monitoring & Evaluation Returns Form that the Foundation will send you on a yearly basis.

**Final 5% conditions**

In addition to those detailed in paragraph 8.1.1 of the General Terms and Conditions, the following conditions must be met before the final 5% of the capital Grant is paid:

- That a representative of the maintenance staff attends and passes an Institute of Groundsmanship approved course on synthetic pitch maintenance.
- That a detailed maintenance plan is produced in conjunction with the appointed supplier and agreed in writing by the Foundation prior to opening.
- That the applicant requests their contractor(s) to complete the data input on the Economic Research form provided, from commencement of the works, and issues the completed form to the Foundation on completion of the project. This data will help inform the Foundation's research into the economic benefits of its funding programmes.

- 1.2 Until the pre-construction and pre-claim capital conditions are fulfilled, no Grant will be payable.
- 1.3 Until the pre-claim revenue conditions are fulfilled, no revenue Grant will be payable.
- 1.4 Until the final 5% conditions are fulfilled, the final 5% of the capital Grant will not be paid.

1.5 The Organisations must request the first payment of Grant **within six months of the date of the Grant Offer Letter**, unless otherwise agreed in writing by the Foundation. See section 7.7 of the General Terms and Conditions for more detail.

1.6 The Organisations must request the last payment of the Grant **within 12 months of the date that the first claim is paid by the Foundation**, unless otherwise agreed in writing by the Foundation. See section 7.8 of the General Terms and Conditions for more detail.

## 2. **Acceptance**

2.1 The Organisations have **two months from the date of the Grant Offer Letter** to accept the terms and requirements of this Grant. If the Organisations do not accept the terms and requirements of this Grant within two months from the date of this letter, the offer will lapse unless reasons are given for the delay, which are accepted by the Football Foundation. If the offer lapses, your application will be regarded as having been withdrawn. You are bound by this Grant Offer Letter or the General Terms and Conditions attached until such time as you make a claim for payment of the Grant or any payment of Grant is made to you.

2.2 No Grant Agreement comes into existence between the Football Foundation and the Organisations, and accordingly the Football Foundation is not bound to make payment of the Grant, unless and until a signed Grant acceptance form has been received by the Football Foundation from both organisations and where applicable the specific requirements set out in paragraph 1.1 above have been fulfilled to the Football Foundation's satisfaction.

2.3 If you wish to accept this Grant on the terms stated herein **please return one copy of each of the attached form of acceptance**, duly signed and dated by two authorised signatories to our Investment Programme Manager, Ben Dunning. You should retain the other copy, which, together with this letter, will constitute the Grant Agreement between the Football Foundation and the Organisations.

## 3. **Payment of the grant**

3.1 **Capital Grants.** On compliance with the pre-construction conditions and pre-claim capital conditions set out in paragraph 1.1 and on receipt of appropriately completed claim forms and relevant supporting documents, the Foundation will pay claims at the same percentage rate that the Grant bears to the Project cost. This will continue until 95% of the Grant has been released. The remaining 5% of the

Grant will be paid on receipt of written evidence of completion of the Project in accordance with clause 8 or clause 9 of the General Terms and Conditions and any other specific final 5% claim conditions referred to in clause 1.1, if any.

- 3.2 **Revenue Grants.** On compliance with the pre-claim revenue conditions set out in paragraph 1.1 above and on receipt of satisfactory completed revenue claim forms and relevant supporting documents, the Foundation will pay claims six monthly in arrears at the percentage rate detailed in Schedule 1.
- 3.3 The Organisations must ensure that sufficient funds are retained to meet the balance of any costs and to cover the period between the penultimate payment and completion of the work to be funded by the Grant.
- 3.4 I enclose claim forms, which should be completed and returned as the work progresses. Each form must include a completed statement of expenditure and details of the net value of the work completed at each claim stage (excluding voluntary labour, other contributions in kind, contractual retention fees and other non-allowable costs). The form must be counter-signed by an appropriately qualified and authorised person and must be accompanied by appropriate supporting documentation.
- 3.5 Payments will be made by Bankers Automated Clearing Services (BACS) directly into a valid bank account, but you will be sent a remittance advice telling you exactly how much is being transferred into your account and the date. **Please complete and return the bank details form enclosed.**

#### 4. **Signage and Publicity**

- 4.1 Your attention is drawn to the provisions of clause 10 of the General Terms and Conditions. The Foundation will provide official signs to give recognition to the financial support provided by the Foundation. Please contact the Foundation's authorised signage contractor, Icon Display, on 020 8269 6229, to determine the appropriate signage for your project and to arrange for its installation.
- 4.2 To secure appropriate press coverage of this award, **you should treat the details of this letter as private and confidential** until you have discussed the offer with our Events Team on 0845 345 4555 Ext: 4282 or at [events@footballfoundation.org.uk](mailto:events@footballfoundation.org.uk).

4.3 To maximise publicity and discuss the official opening of your project, you are asked to contact the above mentioned Events Coordinator a minimum of six weeks prior to the opening.

4.4 Please note that any material you publish in relation to your Grant must carry the Football Foundation logo and any references you make to it in the media and other information outlets at any time must acknowledge the investment by the Football Foundation. A logo can be obtained from [www.footballfoundation.org.uk/logos](http://www.footballfoundation.org.uk/logos). Please get prior permission from our Events Team before printing any material that contains the Foundation logo. The Events Team can be contacted at [events@footballfoundation.org.uk](mailto:events@footballfoundation.org.uk).

## 5. **Project Monitoring**

Further payments of the Grant are dependent on the satisfactory fulfilment of the Foundation's monitoring requirements, for the duration of the Grant Agreement (see clause 11 of the General Terms and Conditions for more details). The current evaluation requirements can be found on the Foundation's website.

## 6. **Increased Costs and VAT**

6.1 If at any time the total expenditure for the Project exceeds the estimated amount stated in the Grant Offer Letter there will be no corresponding increase in the Grant even if additional costs arise that were previously unforeseen and in particular the Foundation will not increase its Grant if VAT becomes payable. You should seek specific advice about your Organisation's VAT status and the Project's liability to VAT.

6.2 The Foundation also reserves the right, if the final total allowable expenditure is less than the estimated expenditure to review the amount of the Grant and, where it considers appropriate, to reduce the Grant payable or to demand a refund of part of the Grant. The amount of such reduction or refund shall be determined by the Foundation at its discretion but shall not exceed the amount of the under-spend.

6.3 The Foundation pays its Grant as a percentage of Project costs subject to a maximum sum. The amount of the Grant payable by the Foundation will therefore be less than the maximum stated if your Project is delivered under budget.

## 7. **Privacy and Data Protection Statement**

- 7.1 Please ensure that you are familiar with the Football Foundation's Privacy and Data Protection statement which explains how information about you will be processed and stored. By applying for a grant from the Football Foundation you are agreeing to us being able to record and process relevant information about you. A link to the statement can be found here: <http://www.footballfoundation.org.uk/privacy-statement>.

If you have any questions about this letter, please contact your Investment Programme Manager, Ben Dunning, on 0845 345 4555 Ext 4293. **All correspondence regarding your project should also be addressed to your programme manager.**

Yours sincerely



**Dave McDermott**  
**Director of Investment**

cc: Mark Liddiard, Regional Facilities and Investment Manager, The FA  
Paul Creeden, Regional National Game Manager, The FA  
Brendan Walshe, Development Manager, Essex County FA

**ACCEPTANCE OF GRANT CONTRACT**

**THE ROBERT CLACK SCHOOL: NEW 3G AGP**

**First signature:**

I am pleased to accept the Grant offer on the terms of the Grant Offer Letter and the General Terms and Conditions attached to it. I understand that no legal obligations to the Football Foundation exist until such time as we make a claim to draw down the Grant. I am empowered to sign this acceptance form on behalf of the Organisation.

Name (BLOCK CAPITALS) \_\_\_\_\_

Position \_\_\_\_\_

Signature           *Hot Jenner*           Date           6/6/13          

**Second signature:**

I am pleased to accept the Grant offer on the terms of the Grant Offer Letter and the General Terms and Conditions attached to it. I understand that no legal obligations to the Football Foundation exists until such time as we make a claim to draw down the Grant. I am empowered to sign this acceptance form on behalf of the Organisation.

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Signature \_\_\_\_\_ Date \_\_\_\_\_

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Name (BLOCK CAPITALS) \_\_\_\_\_

Position \_\_\_\_\_

Signature           *W. Jenner*           Date           6/6/13          

**Second signature:**

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Name (BLOCK CAPITALS) \_\_\_\_\_

Position \_\_\_\_\_

Signature    *Victoria Jones*    Date    6/6/13   

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Position \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Ref: G78095

The Robert Clack School in partnership with the  
London Borough of Barking and Dagenham





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## **INTRODUCTION**

This Football Development Plan covers the development of football based around Barking Abbey School in the borough of Barking and Dagenham, East London. It outlines the opportunity to develop football provision as a consequence of the proposed 3<sup>rd</sup> Generation Artificial Grass Pitch at the Lower School site of Barking Abbey School. It is anticipated that the facility will become a prime, high quality location for the development and delivery of football within the London Borough and surrounding area. The plan will be delivered over a five-year period to enhance the range and quality of football opportunities to all members of the community.

The key partners to this application are Barking Abbey School, Essex County FA and football clubs including Euro Dagenham Football Club, Oldbarkabbeyas, and Barking Ladies Football Club. The school also has a very successful football academy, offering education and football provision for students aged 16 – 19.

Consultation has been undertaken with local clubs, some who are existing users of the school site to identify requirements for use and aspirations for delivery. In addition discussions have been held with Essex County FA, the school and local league providers to agree the outcomes of the development plan. The school will lead a football development user group aligned to their Sports Facilities Management Group which reports to the Governing Body. A Project Manager has been identified by the school and they intend to appoint a part time Football Development Officer to ensure the football development outcomes can be achieved. This officer will support local clubs to develop.

The programme of use that underpins access arrangements to the new facility has also identified provision to accommodate an expansion in the numbers of targeted participants playing football – itself an aim of this development programme. It is the aim of the partners overseeing both the development of the facility and the delivery of this plan, is to provide best value for all involved in football locally by establishing sustainable football development activities for everyone.

## **THE VISION AND OBJECTIVES**

Our vision is:

- To increase the number of players and teams in all clubs, particularly engaging and increasing participation by women and girls and disability teams.
- To create the site as a hub for disability football development and establish a school based disability football academy (16-18yrs)
- To increase opportunities for local ethnic minority groups to play football in their local area, particularly focusing upon those with an Asian background.
- To create a high quality facility to provide clubs with improved training facilities which will help growth and retention of players and assist with raising standards in performance.
- To enhance the range and quality of opportunities to participate in football through formal club and informal recreational activities.
- To provide a safe and fun environment in which our activities can be carried out by participants irrespective of their ability, age, gender, disability or ethnicity.
- To develop an education programme for coach, officials and young leaders to support football development.

Symbol	Organisation
BACFE	Barking Abbey Centre for Football Excellence
BAS	Barking Abbey School
BSSSP	Barking and Dagenham School Sports Partnership
BL	Barking Ladies
CE	Club Expenses
CSP	County Sports Partnership – Proactive East London
CWO	Club Welfare Officer
DBS	Disclosure and Barring Service (previous CRB)
DCo	Disability Co-ordinator
ECFA	Essex County Football Association
EDFC	Euro Dagenham Football Club
ESFA	English Schools Football Association
FDO	Football Development Officer
FDP	Football Development Plan
FF	Football Foundation
JFL	Junior Football Leaders Award
LBBD	London Borough of Barking and Dagenham
M&PCo	Marketing & Promotion Co-ordinator
OBFC	Old Barkabbeyians Football Club
OSHL	Out of School Hours Learning
PEL	Proactive East London
RB	Revenue Budget
SFMG	Sports Facilities Management Group
SIS	Step into Sport
SLA	Service Level Agreement
SLO	School Liaison Officer
VCo	Volunteer Co-ordinator

	U21 Snr x 2	U18 U21 Snr x 2	U18 U21 Snr x 2	U18 U21 Snr x 2	U18 U21 Snr x 2	U18 U21 Snr x 2	U18 U21 Snr x 2	U18 U21 Snr x 2
TOTAL	15	18	20	2	22	3	1	24
		1	2		3	1		3
								2

Aim		Achievement targets		Timescale	Responsibility	Costs
1	<b>Maintain all existing club teams</b>	Existing teams maintained.	Year 1 & annually.	Club committees FDG FDO	Club expenses	
2	<b>Develop new teams</b>  Develop new teams in line with club development table.  Support recruitment of new players through school club link activity, schools academies and club promotion including FA Skills programme and Vauxhall Mash Up (see later in document)	<ul style="list-style-type: none"> <li>40 new teams, all other retained</li> <li>Delivery of school club link and promotional targets below</li> </ul>	As per development table timeline	BAS Club committees Coaches FDO FDG ECFA Leagues	Estimated at £250 per team as start up costs for kit, pitches, affiliation, first aid x 28 club teams = £7000 (NB some costs included under girl/senior development sections later)	Facility costs, promotional costs
3	<b>Develop enhanced school club links</b>  Support BAS school to maintain curricular and extra-curricular delivery of football for boys and girls from years 7 – 13.  Increase the number of 'B' team fixtures for boys football teams at BAS and link to club activities.  Establish 'C' team fixtures where possible,	<ul style="list-style-type: none"> <li>Curricular activity maintained</li> <li>Teams entered into schools competitions</li> <li>Additional fixtures identified to increase from 25% of 'A' fixtures to 35/40%</li> <li>Fixtures identified and targeted per season</li> </ul>	Ongoing Ongoing  Year 1 Year 1  Year 1	Club committees Club coaches ECFA FDO FDG BAS SLOs	Club costs for maintenance of existing links.  Funding to support targeted work based around Asian groups.  Club promotional	

<p>curricular provision for girls in Year 7 – 11</p> <p>Continue to provide extra-curricular football for girls to establish U13, U14, U15 &amp; U16 squads.</p> <p>BAS to try to increase number of girls attending afterschool football clubs</p>	<p>maintained</p> <ul style="list-style-type: none"> <li>• Clubs and teams maintained</li> <li>• 10 new girls per year targeted annually</li> <li>• Girls football academy increased from 16 - 25 and then annual increase</li> <li>• 8 new teams</li> </ul>	<p>Ongoing</p> <p>Year 1</p> <p>Year 1</p> <p>Year 1</p>	<p>ECFA FDG NWLDC Leagues</p>	<p>first aid @ £250 per team included above</p>
<p>Increase the number of girls taking part in the school's centre for football excellence</p> <p>Support clubs to maintain the provision of existing girls football teams within the area and develop new teams as per the Club development plan. In particular work with Barking Ladies to develop pathway from Junior to senior football</p> <p>Work with FDO to develop girls specific activities to support club programmes</p> <p>Work with ECFA and leagues to enable facility to be used as a Girls Central Venue league site</p> <p>Create a pathway for girls to participate recreationally and to play competitive football in conjunction with local teams</p>	<ul style="list-style-type: none"> <li>• Girls only Just Play and coaching sessions in place</li> <li>• Monthly competitions held at BAS</li> <li>• Enter girls teams in local leagues and club competitions</li> <li>• Centre of excellence to compete in Essex and ESFA national competitions</li> </ul>	<p>Year 1</p> <p>Year 1</p> <p>Year 1</p> <p>Ongoing</p> <p>Ongoing</p>		
<p>Link centre of excellence players with Barking Ladies club to ensure continuation of participation post 16.</p>	<p>Progression to club where appropriate</p>	<p>Year 1</p>		

<p>Work with ECFA and recognised impairment group leads to deliver impairment specific programmes, (e.g. CP, wheelchair provision etc)</p>	<ul style="list-style-type: none"> <li>• Programme of activities in place</li> </ul>	<p>Year 1</p>		
<p>Investigate the potential of establishing a centre for football excellence for disabled players based at BAS.</p>	<ul style="list-style-type: none"> <li>• Disability centre of excellence in place</li> </ul>	<p>Year 1</p>		
<p>Work with EDFC to develop disability provision as per club development table</p>	<ul style="list-style-type: none"> <li>• 3 new teams and activities in place</li> </ul>	<p>Year 2</p>		
<p>Work with ECFA on ensuring the development centre aligns to other programmes of activities for disabled people and develop a disability development plan for BAS site.</p>	<ul style="list-style-type: none"> <li>• Disability activities identified and promoted</li> <li>• Included within FDG agenda and programme</li> <li>• Development plan written and agreed</li> </ul>	<p>Year 1</p>		
<p>Ensure links are in place and information is communicated through the Essex Sociability Pan disability group</p>	<ul style="list-style-type: none"> <li>• Attendance at disability group. Contribution to delivery plan and agenda</li> </ul>	<p>Year 1</p>		
<p>Investigate potential for BAS to be used as a venue for Sociability events</p>	<ul style="list-style-type: none"> <li>• Events held at the centre</li> </ul>	<p>Year 2</p>		
<p>Support club activity through capacity building, including:</p> <ul style="list-style-type: none"> <li>• Assisting ECFA to identify local clubs to become an inclusive club and provide appropriate activities</li> <li>• Identify club coaches to attend FA Coaching Disabled Footballers Course</li> <li>• Identify other club/ school volunteers to attend appropriate disability awareness courses</li> </ul>	<ul style="list-style-type: none"> <li>• Inclusive Club Status obtained</li> <li>• Opportunities in place &amp; coaches/volunteers identified</li> </ul>	<p>Year 2</p>	<p>Year 2</p>	
<p>Raise awareness of opportunities for</p>	<ul style="list-style-type: none"> <li>• Information leaflets distributed to club coaches,</li> </ul>	<p>Ongoing</p>		

	BAS and LBBD holiday programmes				
8	Establish Mars Just Play sessions at BAS to include open sessions and targeted sessions around ethnic minority groups, women & girls and veterans	<ul style="list-style-type: none"> <li>Activity schedule in place to include targeted provision.</li> <li>Activities promoted to all schools and local community organisations</li> </ul>	Year 1	FDG FDO BAS	FA budgets
8	Deliver holiday programmes of football activities on site to promote school and club activities: <ul style="list-style-type: none"> <li>Agree annual programme of holiday activities through FDG</li> <li>Appointment process for deliverers agreed and utilised</li> <li>Deliver holiday activities</li> </ul>	<ul style="list-style-type: none"> <li>Annual programme of holiday activities agreed including Easter, Summer and October holiday schemes as a minimum</li> <li>Deliverers appointed and activity run</li> <li>Activity monitored in relation to development and income targets</li> </ul>	Year 1 & annual  Year 1 & annual Years 1-5	Clubs Coaches FDG BAS FDO	Activity self financing
9	Support the retention of adult 11 a side competitive football: <ul style="list-style-type: none"> <li>Retain existing senior sides</li> <li>Develop senior teams and liaise with other clubs to encourage players to continue competitive football participation into adulthood</li> <li>Ensure players from football academies are linked to appropriate clubs</li> </ul>	<ul style="list-style-type: none"> <li>Club teams developed</li> </ul>	Year 1 & Ongoing	Clubs ECFA Leagues FDG BAS	Business as usual for existing teams, estimated £250 per team start-up costs per new team
10	Provide access to AGP for recreational football, either casual or in organised small sided leagues linking into ECFA programmes with Champion Soccer where appropriate. <p>Provide access to AGP for targeted programme as identified by FDG including veterans, women &amp; girls, disability, Just Play, Tesco Skills etc</p>	<ul style="list-style-type: none"> <li>Access to pitch provided with good uptake from local community</li> <li>Small sided leagues established if required.</li> <li>Targeted programmes in place</li> </ul>	Years 1  Year 1	BAS FDG LBBD ECFA Champion Soccer	Facility hire costs



	<ul style="list-style-type: none"> <li>teams.</li> <li>Supporting EDFC to maintain Charter Standard Club status</li> <li>Support BLFC to achieve Charter Standard Development Club status</li> <li>Support clubs to undertake required review of development plans and their delivery</li> </ul>				
4	<p>Create a safe and child friendly environment by compliance with FA guidance on safeguarding</p> <ul style="list-style-type: none"> <li>Ensure all club activities comply with FA safeguarding and facility welfare guidance</li> <li>CWOs appointed at each partner club</li> <li>CWOs attend up to date training</li> <li>All volunteers DBS checked through FA as appropriate</li> <li>Volunteers to attend safeguarding training as appropriate</li> <li>An FA Emergency Aid trained individual is appointed to each team</li> <li>First aid equipment is available at all coaching sessions and matches</li> </ul>	<ul style="list-style-type: none"> <li>Compliance monitored and recorded</li> <li>CWOs appointed</li> <li>CWOs training recorded</li> <li>DBS checks completed and records kept; renewal system-in place</li> <li>Training attended, recorded and renewal system in place</li> <li>Trained individual appointed and renewal system in place</li> <li>First aid available, replenishment system established</li> </ul>	<ul style="list-style-type: none"> <li>Year 1</li> <li>Year 1</li> <li>Year 1 and annually</li> <li>Reviewed annually</li> <li>Reviewed annually</li> <li>Reviewed annually</li> <li>Reviewed annually</li> <li>Reviewed annually</li> <li>Reviewed annually</li> <li>Process reviewed annually</li> </ul>	<ul style="list-style-type: none"> <li>Club Committees</li> <li>ECFA</li> <li>BAS</li> </ul>	<ul style="list-style-type: none"> <li>Club costs of attendance at relevant courses</li> <li>Revenue contribution to DBS costs for disability/girls development activity</li> <li>Est. 4 pa £54</li> </ul>
5	<p>Set high standards of behaviour through formal sign up to the FA's Respect campaign</p> <ul style="list-style-type: none"> <li>All players, coaches, managers, officials, parents and spectators have read, agreed and signed codes of conduct</li> <li>Employ designated spectator areas at venues</li> <li>Adopt a "designated" captain or individual system for communication with referees</li> <li>Support referees to manage games</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with codes of conduct incorporated into club membership forms</li> <li>Respect barrier kits purchased and utilised</li> <li>Clear policy adopted and implemented</li> <li>Fair play recognised by all</li> <li>Respect signage / expectations on display on</li> </ul>	<ul style="list-style-type: none"> <li>Year 1 and annually</li> <li>Year 1</li> <li>Year 1 and annually</li> <li>Annually</li> </ul>	<ul style="list-style-type: none"> <li>Club committees</li> <li>Coaches</li> <li>Managers</li> <li>Players</li> <li>Parents</li> </ul>	<ul style="list-style-type: none"> <li>Purchase of 2 x FA Surface Respect barriers for the facility</li> <li>Respect barriers £114 year 1 x 4 = £456</li> <li>Barrier renewal budget £114 pa years 2-5</li> </ul>

	<p>aged 5-11 within:</p> <ul style="list-style-type: none"> <li>• school club link activity</li> <li>• holiday programmes</li> <li>• club coaching</li> <li>• School Sport Partnership programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Skills based coaching philosophy developed and implemented</li> </ul>	Year 1-5	BAS Coaches Players Parents BDSSP LBBD	activity
2	<p>Utilise skills based programmes and awards to promote skill development with players:</p> <ul style="list-style-type: none"> <li>• Establish Tesco FA Skills Programme in feeder primaries and support roll out for the programme in the local area</li> <li>• Deliver Tesco FA Skills Centre at BAS for students from schools who have had curriculum programme in place</li> <li>• Establish Vauxhall Mash Up programme and BAS and support roll out within local Schools</li> </ul>	<ul style="list-style-type: none"> <li>• FA Skills programme in schools and programmes promoted to players and parents</li> <li>• Skills centre promoted and operational</li> <li>• Vauxhall Mash Up programme in place</li> </ul>	Year 1  Year 1 Year 2	BAS ECFA FDO LBBD Schools	FA funded activities
3	<p>Adhere to FA guidance on player/coach ratio</p>	<ul style="list-style-type: none"> <li>• Two adults always present at coaching sessions and matches</li> <li>• Maximum 1:16 player/coach ratio</li> </ul>	Year 1 & Ongoing	Club committees Coaches	
4	<p>Continue to support football development in local primary schools through the provision of BACFE students and young leaders from BAS through the provision of development days / festivals and coaching programmes.</p> <p><b>Ensure coaches are appropriately trained and qualified to help players improve</b></p>	<ul style="list-style-type: none"> <li>• Annual visits to all feeder primary schools</li> <li>• Termly sports festival in place</li> </ul>	Year 1  Year 1	BAS Schools	
5	<p>Maintain ongoing audit of teacher qualifications, training attended and training needs in order to inform a staff training plan</p> <p>Conduct a club audit of coaching qualifications needs and requirements in line with safeguarding and club development potential.</p>	<ul style="list-style-type: none"> <li>• Audit completed</li> <li>• Audit completed</li> </ul>	Year 1  Year 1	Club committees BAS Coaches FDG ECFA BDSSP	CE of coaching courses identified by audit

<p><b>12</b></p> <p><b>appropriate to their ability and ambition</b></p> <p>Provide a coherent pathway for players:</p> <ul style="list-style-type: none"> <li>• Links to facilitate progression from school to club football</li> <li>• Mini to U11</li> <li>• 9 a side U12-13</li> <li>• 11 a side from U14</li> </ul> <p>Enhance skill development through the delivery of futsal and multi sports programmes to help players develop.</p>	<ul style="list-style-type: none"> <li>• Pathways in place and adopted</li> <li>• 9 a side introduced for U12-13</li> <li>• Futsal delivered</li> </ul>	<p>Year 1</p>	<p>Club committees Coaches FDG PEL BAS</p>	
<p><b>13</b></p> <p>Continue to deliver and enhance the BACFE offering football and education programmes for boys</p> <p>Maintain link with professional football club to ensure continued progression for players and to maintain teams within FA Conference Youth League competitions</p>	<ul style="list-style-type: none"> <li>• Centre of excellence maintained</li> <li>• Number of participants increased from 2-3 teams</li> <li>• Links in place with local professional teams (Redbridge, Hornchurch)</li> </ul>	<p>Ongoing</p>	<p>BAS Clubs</p>	
<p><b>14</b></p> <p>Evaluate options for entering competitions to ensure they are appropriate to support schools' and clubs' development objectives</p> <p>Provide appropriate competitive opportunities for all school and club players:</p> <ul style="list-style-type: none"> <li>• School Games competitions through Barking and Dagenham Schools FA</li> <li>• Intra school competition for recreational players</li> <li>• Representative school teams in Essex Schools FA Cup, London Schools Cup, Barking and Dagenham Schools Cup and ESFA competitions</li> <li>• Centre of excellence teams in British Colleges competitions, FA youth leagues and cup competitions.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation completed and appropriate competitions identified</li> <li>• School Games County Finals branded and promoted if included</li> <li>• Teams entered in competitions and maintained.</li> </ul>	<p>Year 1</p> <p>Year 1 &amp; annually</p>	<p>Club committees Coaches BAS BDSSP ECFA</p>	<p>CE/BAS – competition &amp; league entry fees</p>

	<ul style="list-style-type: none"> <li>all teams affiliated with ECFA by 1 July annually</li> <li>all appropriate records are kept up-to-date with ECFA</li> <li>all league and competition entries submitted on time</li> </ul>	<ul style="list-style-type: none"> <li>Teams affiliated on time annually</li> <li>Evidence of up-to-date records</li> <li>Entries made on time annually</li> </ul>	Year 1 & annually Year 1 & annually Year 1 & annually	ECFA	Youth £55 plus £12 per team
3	Football Development Group in place to oversee delivery of the football development plan: <ul style="list-style-type: none"> <li>Development group to include representation of all key partners and include individuals who can represent the view of junior, senior, women and girls, disability requirements and coaches</li> </ul>	<ul style="list-style-type: none"> <li>FDG in place and meet termly.</li> <li>FDG to report to SFMG who report to school Governors</li> </ul>	Year 1	FDG Clubs BAS ECFA	
4	Monitoring & Evaluation <ul style="list-style-type: none"> <li>system for monitoring and evaluating progress established in line with Football Foundation requirements</li> <li>quarterly monitoring of progress against development plan objectives</li> </ul>	<ul style="list-style-type: none"> <li>Site users to complete M&amp;E as part of booking procedures</li> <li>Monitoring undertaken and reported to relevant groups / partners</li> </ul>	Year 1 Year 1 & Ongoing	BAS FDG Clubs ECFA	

**FOOTBALL DEVELOPMENT**

<b>Aim</b>					
To create, develop and support an effective volunteer workforce To provide a central hub for the development of coaches, officials and volunteers within Barking and Dagenham					
<b>Objective</b>					
1	Volunteer Coordinators recruited by clubs with a clear job description to support recruitment and development of volunteers	<b>Achievement targets</b> <ul style="list-style-type: none"> <li>VCos appointed &amp; supporting FDG</li> </ul>	<b>Timescale</b> Year 2	<b>Responsibility</b> Club Committees VCos	<b>Costs</b>
2	Provide support to coaches and coaching delivery: <ul style="list-style-type: none"> <li>Clubs to discuss coaching practice &amp; requirements through FDG</li> </ul>	<ul style="list-style-type: none"> <li>Agenda item at FDG</li> </ul>	By Year 2	FDG	BAS absorb meeting costs
	Work with ECFA to establish BAS as hub	<ul style="list-style-type: none"> <li>Courses provided at</li> </ul>	Year 1 and Ongoing	FDG	Coaching fees met

<ul style="list-style-type: none"> <li>• Submit applications for funding to support workforce development e.g. Sport England Small Grants, Cash 4 Clubs, PEL, LBBD Coach Bursaries etc. This could be individual clubs or collectively on behalf of the football partnership</li> <li>• Ensure clubs attend required CS in service training</li> <li>• Each club to establish a process for keeping up to date records of qualifications, training and safeguarding requirements</li> <li>• Reminders system for renewal of training established and monitored</li> <li>• Each club to consider establishing a succession plan for key committee and coaching roles</li> <li>• Ensure that volunteers are valued to encourage retention through: Consultation with volunteers regarding their views on appropriate methods for rewarding/valuing their contribution Holding an award/celebration evening at least annually</li> <li>• Ensure compliance with safeguarding guidelines: CWOS in place and training kept up-to-date CRB checks conducted for or appropriate volunteers Safeguarding training attended by all coaches and volunteers as required All coaches and volunteers briefed regarding club/facility safeguarding procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Applications submitted, funding acquired</li> <li>• In-service training attended</li> <li>• Record-keeping process established</li> <li>• Attendance at training monitored with minimal lapses achieved</li> <li>• Succession plan in place</li> <li>• Consultation complete, findings implemented</li> <li>• Awards/celebration evening is held</li> <li>• CWOs in place/attendance CRBs undertaken and records kept</li> <li>• Training attended and records kept</li> <li>• Information provided to coaches and volunteers</li> </ul>	<p>Annually</p> <p>As required by FA</p> <p>Year 2</p> <p>Year 2 &amp; Ongoing</p> <p>Year 2, reviewed annually</p> <p>Year 2</p> <p>Year 1 &amp; annually</p> <p>Year 1</p> <p>Year 1 &amp; Ongoing</p> <p>Year 1 &amp; Ongoing</p> <p>Year 1 &amp; Ongoing</p>	<p>FDG Club committee VCo Coaches</p> <p>Club committee VCo Club committee VCo Coaches</p> <p>Club committee</p> <p>Clubs FDO</p> <p>Club committee</p> <p>Club committee FDG VCo CWOS Coaches Volunteers</p>	<p>CE – Volunteer awards/celebration evening</p> <p>CE – WO training attendance c. £30 per candidate</p>
<p>5</p> <p>Develop young people as leaders to support football development plan:</p> <ul style="list-style-type: none"> <li>• Deliver JFL to students at BAS in Year 7 &amp;</li> </ul>	<ul style="list-style-type: none"> <li>• 15 students per annum</li> </ul>	<p>Year 1</p>	<p>BAS</p>	

<ul style="list-style-type: none"> <li>• Provide BAS as venue for FA Basic Referee Course</li> <li>• Support clubs in the recruitment and education of referees on an annual basis to support league programmes</li> <li>• Deliver Basic Level referees course / Mini Whistlers course to support schools programme in conjunction with leadership programmes</li> <li>• Identify suitable volunteers and young leaders and support attendance at courses provided through the local referees association and ECFA</li> </ul>	<ul style="list-style-type: none"> <li>• Course in place and attended by local referees</li> <li>• A minimum of 5 new referees per season</li> <li>• Course delivered and attended by minimum of 12 students</li> <li>• Adults and young people identified and attend appropriate courses annually in line with action plan</li> </ul>	<p>Year 2 onwards</p> <p>Year 2</p> <p>Year 2 &amp; annually</p>	<p>Clubs BAS</p> <p>BAS ECFA</p> <p>FDG Clubs ECFA</p>	<p>CE – referee course attendance c. £135 per candidate</p>
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**PROMOTION**

<p><b>Aim</b></p> <p><b>How is promotion currently done</b></p>	<ul style="list-style-type: none"> <li>• To actively promote football opportunities provided at the facility</li> <li>• To ensure new facilities are maximised for the development of football to support local clubs and organisations</li> <li>• To increase the profile of school and club football throughout the local community</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>FDG BAS Clubs Schools</p>	<p>Annual budget for promotion of football at the facility RB £500 pa</p>
<p><b>Objective</b></p> <p>1</p> <p>Increase the awareness of football opportunities in the community</p> <ul style="list-style-type: none"> <li>• Identify individual(s) to take lead responsibility</li> <li>• Co-ordinate marketing and promotional plans through the FDG conjunction with BAS leisure centre staff</li> <li>• Ensure AGP is promoted and advertised as part of wider school facilities including use of the leisure centre</li> <li>• Actively promote opportunities through posters and leaflets in local schools and community venues</li> <li>• Regular stories published in local media</li> </ul>	<p><b>Achievement targets</b></p> <ul style="list-style-type: none"> <li>• Individual(s) identified and given responsibility for marketing and promotion</li> <li>• Marketing and promotion included regularly on FDG meeting agenda</li> <li>• Promotional campaign established and targeted and community groups.</li> <li>• Posters and leaflets displayed/distributed.</li> <li>• Club directory and poster Match reports &amp; stories</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>FDG BAS Clubs Schools</p>	<p>Annual budget for promotion of football at the facility RB £500 pa</p>

Aim	<ul style="list-style-type: none"> <li>To take an active role in the local community through provision of sporting opportunities to young people and adults</li> <li>To contribute to positive outcomes in relation to health, social inclusion and participation for local community members</li> </ul>				
Objective	Achievement targets	1	Timescale	Responsibility	Costs
<p>Contribute to sport related community projects:</p> <ul style="list-style-type: none"> <li>Work with BAS police officer to investigate potential for football provision to be offered as a diversionary activity to prevent antisocial behaviour.</li> <li>Provide casual pay and play sessions as part of programme to address health, behaviour and multi cultural concerns</li> <li>Establish recreational programmes including Mars Just Play, Vauxhall Mash Up etc and develop targeted approach to maximise participation and help achieve community objectives</li> </ul>	<ul style="list-style-type: none"> <li>Activities timetabled and delivered. Anti social behaviour reduced.</li> <li>Sessions in place</li> <li>Links with clubs using the facility are established as exit routes from related activities</li> <li>Programmes in place and sustainable</li> </ul>	<p>Year 1</p>	<p>Year 1</p>	<p>FDG BAS Youth Service Police</p>	<p>Grants attracted to enable delivery</p> <p>External funding sought for projects through Youth Services / Police</p>
<p>2</p> <p>Where appropriate, support the provision of football to disadvantaged groups through other projects e.g. local police groups, youth groups etc</p>	<ul style="list-style-type: none"> <li>Provision made in the programme of use for additional diversionary activity as required</li> </ul>	<p>Year 1</p>	<p>Required activities identified and delivered</p>	<p>FDG LBB Youth Service Police</p>	<p>External funding sought for projects through Youth Services</p>
<p>3</p> <p>Support health awareness through football provision</p> <ul style="list-style-type: none"> <li>Support schools' health promotion activity including engagement in National programmes such as Change for Life</li> <li>Ensure football provision is included as a vehicle to engage students in health campaigns</li> <li>Promote health awareness amongst students, club players, parents / guardians</li> </ul>	<ul style="list-style-type: none"> <li>Events held as part of school calendar</li> <li>Distribute generic literature as appropriate</li> <li>Promote links from club and school websites</li> </ul>	<p>Ongoing</p>	<p>Ongoing</p>	<p>BAS BDSSP</p>	





## INTRODUCTION

This Football Development Plan covers the development of football based around Robert Clack School in the borough of Barking and Dagenham, East London. It outlines the opportunity to develop football provision as a consequence of the proposed 3<sup>rd</sup> Generation Artificial Grass Pitch at Robert Clack School. The facility will be on the Gosfield Road Upper Site of Robert Clack School. It is anticipated that the facility will become a prime, high quality location for the development and delivery of football within the London Borough and surrounding area. The plan will be delivered over a five-year period to enhance the range and quality of football opportunities to all members of the community.

The key partners to this application are Robert Clack School, Essex County FA and football clubs including Dagenham Park Rangers, Roneo Colts and Aztec FC. The school also has a very successful partnership with West Ham United Football Club Youth Academy and operates as the training provider for their football in education programme. Other clubs will also be involved in the delivery of this following ongoing consultation.

This development will supplement the existing facilities which the school has including a sand filled synthetic turf pitch. Consultation has been undertaken with local clubs, some who are existing users of the school site to identify requirements for use and aspirations for delivery. The school will lead a football development group to ensure delivery of the project outcomes. The Director for Sport will assume project management of this new development, supported by a Football Development Officer appointed as part of the project.

The programme of use that underpins access arrangements to the new facility has also identified provision to accommodate an expansion in the numbers of targeted participants playing football – itself an aim of this development programme. It is the aim of the partners overseeing both the development of the facility and the delivery of this plan, is to provide best value for all involved in football locally by establishing sustainable football development activities for everyone.

## THE VISION AND OBJECTIVES

Our vision is:

- To create a high quality facility which is affordable for local clubs to enable them to progress and develop and increase participation levels in football.
- To increase the number of players and teams in all clubs, particularly engaging and increasing participation by women and girls.
- To use the power of football to deliver social inclusion projects supporting new and existing community programmes.
- To create a high quality facility to provide clubs with improved training facilities which will help growth and retention of players and assist with raising standards in performance.
- To enhance the range and quality of opportunities to participate in football through formal club and informal recreational activities.
- To provide a safe and fun environment in which our activities can be carried out by participants irrespective of their ability, age, gender, disability or ethnicity.
- To develop an education programme for coach, officials and young leaders to support football development.

Aztec FC	U6 U7 x2 U8 x2 U9 x3 U10 x2 U11 U12 U14 U16 U18 Snr* Dads	U11 U12 U13	U6 U7 x2 U8 x2 U9 x2 U10 x3 U11 x2 U12 U13 U14 U16 U18 Snr* Dads	U11 U12 U13 U14	U6 U7 x3 U8 x2 U9 x2 U10 x2 U11 x3 U12 x2 U13 U14 U15 U16 U18 Snr 1st Snr* Dads	U11 U12 U13 U14 U15	U6 U7 x3 U8 x3 U9 x2 U10 x2 U11 x2 U12 x3 U13 U14 U15 U16 U18 Snr 1st Snr* Dads	U11 U12 U13 U14 U15 U16	U6 U7 x3 U8 x3 U9 x3 U10 x2 U11 x2 U12 x3 U13 x2 U14 U15 U16 U18 Snr 1st Snr* Dads	U11 U12 U13 U14 U15 U16	U6 U7 x3 U8 x3 U9 x3 U10 x2 U11 x2 U12 x3 U13 x2 U14 U15 U16 U18 Snr 1st Snr* Dads	U11 U12 U13 U14 U15 U16
TOTAL	16	3	18	4	22	5	23	6	25	6		
Byron Red Star	U6 x2 U7 x2 U8 x2 U9 x2 U10 x2 U11 x3 U12 x4 U13 x2 U14 x2 U15 x2		U6 x2 U7 x2 U8 x2 U9 x2 U10 x2 U11 x3 U12 x3 U13 x3 U14 x2 U15 x2 U16 x2		U6 x2 U7 x2 U8 x2 U9 x2 U10 x3 U11 x3 U12 x3 U13 x3 U14 x3 U15 x2 U16 x2	U12	U6 x2 U7 x2 U8 x2 U9 x2 U10 x3 U11 x3 U12 x3 U13 x3 U14 x3 U15 x3 U16 x2 U18	U12 U14	U6 x2 U7 x2 U8 x2 U9 x2 U10 x3 U11 x3 U12 x3 U13 x3 U14 x3 U15 x3 U16 x3 U18 x2 Snr	U12 U14		
TOTAL	23		26		27	1	29	2	32	2		

<b>Aim</b>	<ul style="list-style-type: none"> <li>To enhance the range and quality of opportunities to participate in football locally</li> <li>To create a high quality facility which is affordable for local clubs to enable them to progress and develop and increase participation levels in football.</li> </ul>			
<b>Objective</b>	<b>Achievement targets</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Costs</b>
1	Maintain all existing club teams	Existing teams maintained.	Club committees FDG FDO	Club expenses
2	Develop new teams	• 54 new teams, all other	RCS Club committees	Estimated at £250 per team as start up costs for kit, pitches,
	Develop new teams in line with club			

<p>Identify Disability representative to liaise and communicate with the Essex Soccability Pan disability group to support the provision of opportunities for people with disabilities</p> <p>Investigate potential for RCS to be used as a venue for Soccability and other events to support the development of opportunities for disabled people.</p> <p>Audit current disability provision within local clubs and develop a disability action plan to meet need.</p>	<ul style="list-style-type: none"> <li>Individual identified and attending disability group meetings.</li> <li>Included on agenda at FDG meeting</li> <li>Disability activities taking place at the site linked to county programme</li> <li>Audit completed and plan produced – renewed annually</li> </ul>	<p>Year 1</p> <p>Year 2</p> <p>Year 2</p>	<p>RCS FDO ECFA FDG</p>	<p>Funding identified to support delivery of disability programmes in line with audit</p>
<p>Support club activity through capacity building, including:</p> <ul style="list-style-type: none"> <li>Assisting ECFA to identify local clubs to become an inclusive club and provide appropriate activities</li> <li>Identify club coaches to attend FA Coaching Disabled Footballers Course</li> <li>Identify other club/ school volunteers to attend appropriate disability awareness courses</li> <li>Working with the FDG to target the development of a disability football team, supported by Essex FA through training and guidance.</li> </ul> <p>Raise awareness of opportunities for people with a disability</p> <p>Work with local clubs on developing opportunities for talented disabled footballers and where appropriate link with Barking Abbey School Centre for Football</p>	<ul style="list-style-type: none"> <li>Club identified and supported to become inclusive</li> <li>Inclusive Club Status obtained</li> <li>Opportunities in place &amp; coaches/volunteers identified</li> <li>Disability activities identified and promoted</li> </ul>	<p>Year 2 onwards</p> <p>Year 1</p> <p>Year 2</p>		
	<ul style="list-style-type: none"> <li>Information leaflets distributed to club coaches, officials and volunteers</li> <li>Links with other local providers in place. Pathway for progression in place</li> </ul>			

<ul style="list-style-type: none"> <li>• Support to clubs to prepare for the FA's proposed annual health checks.</li> <li>• Support DPR FC to progress to Charter Standard Status</li> <li>• Supporting AFC to maintain Charter Standard Club status and look at progression to Development Club status</li> <li>• Support clubs to undertake required review of development plans and their delivery</li> </ul>	<ul style="list-style-type: none"> <li>• RCFC to obtain Charter Standard Status</li> <li>• Clubs attendance at training maintained</li> <li>• Club development plans in place and aligned to site FDP where applicable</li> </ul>			
<p>4</p> <p>Create a safe and child friendly environment by compliance with FA guidance on safeguarding</p> <ul style="list-style-type: none"> <li>• Ensure all club activities comply with FA safeguarding and facility welfare guidance</li> <li>• CWOs appointed at each partner club</li> <li>• CWOs attend up to date training</li> <li>• All volunteers DBS checked through FA as appropriate</li> <li>• Volunteers to attend safeguarding training as appropriate</li> <li>• An FA Emergency Aid trained individual is appointed to each team</li> <li>• First aid equipment is available at all coaching sessions and matches</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance monitored and recorded</li> <li>• CWOs appointed</li> <li>• CWOs training recorded</li> <li>• DBS checks completed and records kept; renewal system in place</li> <li>• Training attended, recorded and renewal system in place</li> <li>• Trained individual appointed and renewal system in place</li> <li>• First aid available, replenishment system established</li> </ul>	<p>Year 1</p> <p>Year 1</p> <p>Year 1 and annually</p> <p>Reviewed annually</p> <p>Reviewed annually</p> <p>Reviewed annually</p> <p>Reviewed annually</p> <p>Reviewed annually</p> <p>Reviewed annually</p> <p>Reviewed annually</p> <p>Process reviewed annually</p>	<p>Club Committees</p> <p>ECFA</p> <p>RCS</p>	<p>Club costs of attendance at relevant courses</p> <p>Revenue contribution to DBS costs for development activity £44 for enhanced DBS check. All club coaches</p>
<p>5</p> <p>Set high standards of behaviour through formal sign up to the FA's Respect campaign</p> <ul style="list-style-type: none"> <li>• All players, coaches, managers, officials, parents and spectators have read, agreed and signed codes of conduct</li> <li>• Employ designated spectator areas at venues</li> <li>• Adopt a "designated" captain or individual system for communication with referees</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with codes of conduct incorporated into club membership forms</li> <li>• Respect barrier kits purchased and utilised</li> <li>• Clear policy adopted and implemented</li> <li>• Fair play recognised by all</li> </ul>	<p>Year 1 and annually</p> <p>Year 1</p> <p>Year 1 and annually</p> <p>Annually</p> <p>Year 1</p>	<p>Club committees</p> <p>Coaches</p> <p>Managers</p> <p>Players</p> <p>Parents</p> <p>RCS</p>	<p>Purchase of 2 x FA Surface Respect barriers for the facility</p> <p>Respect barriers £114 x 4 year 1 = £456</p> <p>Barrier renewal budget £114 pa</p>

9	Clubs to identify coaches to progress to FA Level 2 award every 2 years as part of its succession planning	<ul style="list-style-type: none"> <li>Coaches identified and "recruited" to attend course</li> </ul>	Years 2 & 4 and biannually	Clubs VCo Coaches	CE – c. £255 per candidate x 4 x 2 = £2040
10	FDG to support Clubs to identify a minimum of 10 new referees per annum to support all activities across the local area  <b>Ensure all players have access to a structure that will guide them to a level appropriate to their ability and ambition</b>	<ul style="list-style-type: none"> <li>Referees recruited and trained</li> </ul>	Annually	Clubs VCo Referees	CE – c. £135 per candidate = £1350 x 5 = £6750
11	Provide a coherent pathway for players:  <ul style="list-style-type: none"> <li>Links to facilitate progression from school to club football</li> <li>Mini to U11</li> <li>9 a side U12-13</li> <li>11 a side from U14</li> </ul> Enhance skill development through the delivery of futsal and multi sports programmes to help players develop.	<ul style="list-style-type: none"> <li>Pathways in place and adopted</li> <li>9 a side introduced for U12-13</li> <li>Futsal delivered</li> </ul>	Year 1  Year 2	Club committees Coaches FDG RCS	
12	Continue to work with WHU on the development of their Youth Academy acting as the training provider for their football in education programme and maintaining links with the professional club.	<ul style="list-style-type: none"> <li>RCS maintained as training provider</li> <li>WHU-continued partnership with RCS</li> </ul>	Ongoing	RCS WHU	
13	Evaluate options for entering school competitions to ensure they are appropriate to support schools' and clubs' development objectives Provide appropriate competitive opportunities for all school and club players:  <ul style="list-style-type: none"> <li>School Games competitions through Barking and Dagenham Schools FA</li> <li>Intra school competition for recreational players</li> <li>Representative school teams in Essex Schools FA Cup, London Schools Cup, Barking and Dagenham Schools Cup and</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation completed and appropriate competitions identified</li> <li>School Games County Finals branded and promoted if included</li> <li>Teams entered in competitions and maintained.</li> </ul>	Year 1  Year 1 & annually	Club committees Coaches RCS BDSSP ECFA	CE/RCS – competition & league entry fees

<p>5</p> <p>Develop young people as leaders to support football development plan:</p>	<ul style="list-style-type: none"> <li>• Submit applications for funding to support workforce development e.g. Sport England Small Grants, Cash 4 Clubs, PEL, LBBD Coach Bursaries etc. This could be individual clubs or collectively on behalf of the football partnership</li> <li>• Ensure clubs attend required CS in-service training</li> <li>• Each club to establish a process for keeping up to date records of qualifications, training and safeguarding requirements</li> <li>• Reminders system for renewal of training established and monitored</li> <li>• Each club to consider establishing a succession plan for key committee and coaching roles</li> <li>• Ensure that volunteers are valued to encourage retention through: <ul style="list-style-type: none"> <li>• Consultation with volunteers regarding their views on appropriate methods for rewarding/valuing their contribution</li> <li>• Holding an award/celebration evening at least annually</li> </ul> </li> <li>• Ensure compliance with safeguarding guidelines: <ul style="list-style-type: none"> <li>• CWOs in place and training kept up-to-date</li> <li>• CRB checks conducted for or appropriate volunteers</li> <li>• Safeguarding training attended by all coaches and volunteers as required</li> <li>• All coaches and volunteers briefed regarding club/facility safeguarding procedures</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Applications submitted, funding acquired</li> <li>• In-service training attended</li> <li>• Record-keeping process established</li> <li>• Attendance at training monitored with minimal lapses achieved</li> <li>• Succession plan in place</li> <li>• Consultation complete, findings implemented</li> <li>• Awards/celebration evening is held</li> <li>• CWOs in place/attendance CRBs undertaken and records kept</li> <li>• Training attended and records kept</li> <li>• Information provided to coaches and volunteers</li> </ul>	<p>Annually</p> <p>As required by FA</p> <p>Year 2</p> <p>Year 2 &amp; Ongoing</p> <p>Year 2, reviewed annually</p> <p>Year 1 &amp; annually</p> <p>Year 2</p> <p>Year 1 &amp; annually</p> <p>Year 1</p> <p>Year 1 &amp; Ongoing</p> <p>Year 1 &amp; Ongoing</p> <p>Year 1 &amp; Ongoing</p>	<p>FDG Club committee VCo Coaches</p> <p>Club committee VCo Club committee VCo Coaches</p> <p>Club committee</p> <p>Clubs FDO</p> <p>Club committee</p> <p>Club committee FDG VCos CWOs Coaches Volunteers</p>	<p>CE – Volunteer awards/celebration evening</p> <p>CE – WO training attendance c. £30 per candidate</p>
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Aim	<ul style="list-style-type: none"> <li>To take an active role in the local community through provision of sporting opportunities to young people and adults</li> <li>To contribute to positive outcomes in relation to health, social inclusion and participation for local community members</li> </ul>			
Objective	Achievement targets	Timescale	Responsibility	Costs
<p>1</p> <p>Contribute to sport related community projects:</p> <ul style="list-style-type: none"> <li>Work with RCS and local police officers to investigate potential for football provision to be offered as a diversionary activity to prevent antisocial behaviour.</li> <li>Continue to deliver the Chaoris programme targeting young black people to get off the street and play football</li> <li>Provide casual pay and play sessions as part of programme to address health, behaviour and multi cultural concerns</li> <li>Establish recreational programmes including Mars Just Play, Vauxhall Mash Up etc and develop targeted approach to maximise participation and help achieve community objectives</li> </ul>	<ul style="list-style-type: none"> <li>Activities timetabled and delivered. Anti social behaviour reduced.</li> <li>Programme in place and funding identified</li> <li>Sessions in place</li> <li>Links with clubs using the facility are established as exit routes from related activities</li> <li>Programmes in place and sustainable</li> </ul>	<p>Year 1</p> <p>Year 1</p> <p>Year 1</p>	<p>FDG RCS Youth Service Police Chaoris</p>	<p>Grants attracted to enable delivery</p> <p>External funding sought for projects through Youth Services / Police</p>
<p>2</p> <p>Support health awareness through football provision</p> <ul style="list-style-type: none"> <li>Support schools' health promotion activity including engagement in National programmes such as Change for Life</li> <li>Ensure football provision is included as a vehicle to engage students in health campaigns</li> <li>Promote health awareness amongst students, club players, parents / guardians and community members through promotional material</li> </ul>	<ul style="list-style-type: none"> <li>Events held as part of school calendar</li> <li>Distribute generic literature as appropriate</li> <li>Promote links from club and school websites</li> </ul>	<p>Ongoing</p>	<p>RCS BDSSP</p>	
<p>4</p> <p>Support anti-racism and equality in delivery of football opportunities:</p>			<p>FDO</p>	

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