



ST ALBANS CITY YOUTH FOOTBALL CLUB



Development Plan 2004 – 2009

F.A. CHARTER STANDARD COMMUNITY CLUB
Registered Charity Number 1089343



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ST ALBANS CITY YOUTH F.C. DEVELOPMENT PLAN 2004 - 2009

1.0 INTRODUCTION

ITEM

That St Albans City Youth Football Club is recognised as a leading provider of Youth Football in the area.

To lay foundations for the self-sustaining of a community based Club, providing football to junior and senior players in a positive, friendly and professional environment.

St Albans City Youth to support the best aspects of youth sport teaching, competitiveness but fairness, respect for the Club, team mates, managers, coaches, officials and most importantly themselves. St Albans City Youth should lead the way and become a symbol for what the delivery of youth football should be about in a way that confirms the position of the Club as one of the Counties Premier Clubs.

The clubs vision is to promote to its young players the benefits of a healthy lifestyle and football for life.

The Club expects the highest standard of player to progress from the youth teams to the senior teams. This standard to be judged on a number of levels: Firstly they would expect these players to be technically sound. Secondly and almost more importantly, they would expect the players to have the correct attitude. This will be measured in a number of ways. The player should have a positive approach to training and fitness. The player should want to play at the highest level that they are able to achieve, yet should have a realistic appraisal of their own ability. The player should have a strong desire to play senior football for the Club. Most importantly, the player should show respect for the Club, officials and their fellow players.

That the Club needs to encourage not just the very best individuals, but also those that show long-term commitment to the Club. Very often, those young players that have to fight for a place become the strongest supporters of the Club, as often do their parents. It is a fact that the parents of boys who are not guaranteed a place in a team are prepared To do / By When? more to support their child than a parent of a perceived 'superstar' who feels that the child is 'special' and will take the player elsewhere if they feel that there is a better deal to be done. We should therefore strive to find a place for the genuine Club supporter who will end up playing for or managing one of the Clubs teams go on the committee and assist with the future running of the Club. That a very strong Youth Development Policy will be the means by which the Club generate the funds necessary to run the Club with out the need for individual's donations, sponsorship or fundraising, better uses for which can be found. The clubs development path is outlined in this document covering the period 2004 to 2009.

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Web Site www.cityyouthfc.com e-mail info@cityyouthfc.com Registered Charity No. 1089343

ST ALBANS CITY YOUTH F.C. DEVELOPMENT PLAN 2004 - 2009**2.0 THE BIGGER PICTURE**

ITEM	ACTION / TASK	PROGRESS	TO DO	BY WHEN	RESOURCES / COSTS	RESPONSIBLE
2.1	<p>HIGHFIELD PARK PARTNERSHIP</p> <p>The club to enter into a 25-year agreement with The Highfield Park Trust for the use of the playing fields and adjoining facilities, changing rooms, floodlit training area. The club and Highfield Park to work in partnership with other users e.g. YMCA, to develop a first class facility for use by the whole community</p>	<p>Agreement in place, Park user group established. Season 2005/06 has seen the first matches played at Highfield following the completion of the community centre and the drainage to both playing fields.</p>	<p>Review impact and progress at regular Board of Trustees Meetings. April, August, December,</p>	<p>Phase 1 Sept 2005 Reviews thereafter.</p> <p>Phase 2 Sept 2006 Reviews thereafter.</p>	<p>Phase 1. Drainage of both playing fields Club contribution £45,000</p> <p>Phase 2. Changing Rooms on backfield. Club contribution £18,500</p>	<p>Individual partners / users Highfield Park Trust and the Board of Trustees of the club.</p>
2.2	<p>YOUTH POLICY</p> <p>The Club should Develop a YOUTH STRATEGY, which focuses on the continued growth of youth football and highlights girl's football. In addition, within the policy the club is to setup and promote a disability football section within the club by the appointment of a "Club Disability officer".</p>	<p>Growth of both the boys and girls sections continues. Disability Officer in place and first Disability training sessions commenced in 2005. Disability Policy partnership being established with Harvesters FC to promote disability football as a joint venture. Girls football section has now grown to 5 teams for season 2005/06. Disability section to play</p>	<p>Disability section to play its first match on 12th March 2006. This will form part of Hertfordshire Disability Week. £5k Grant received from Herts County Council for the development of the Disabled Football Section over the next 12 months.</p>	-----	See section 8	<p>Mervyn Morgan David Wray Ian Woods</p>

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		its first match on 12 th March 2006. This will form part of Hertfordshire Disability Week. £5k Grant received from Herts County Council for the development of the Disabled Football Section over the next 12 months.				
2.3	COMMUNITY CLUB STATUS The Club should apply for Community Club status. This will require the development of a number of procedures, forms, training and verification of coach status.	Complete 2003, first Community club in Hertfordshire. Herts FA Community Club of the year 2005 Members of the club also support the Herts FA in the promotion of Charter Standard to other clubs within the county.	Charter Standard renewal application.	February 2006,	Self funding	Mervyn Morgan
2.4	JOINT PROJECTS Approach the Local Authority, Local Schools and Junior Football Clubs with a view to establishing joint projects, use of facilities and summer courses.	Schools program established and links with other local clubs. A number of coaching and training courses have been held (See Section 9)	Planning further coaching courses for the St Albans area to take place in 2006/7/8. Applications for funding to be prepared by Commercial Manager.	September 2006 onwards	See section 9	David Wray
2.5	SUPPORTING REPRESENTATIVE FOOTBALL Approach and support the	Working with local leagues and hosting inter-league games.	Work in progress, offers of facilities have been made to various leagues. Awaiting	September 2006	Self funding	Mervyn Morgan

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	Junior Leagues, District and County F.A. offering facilities for League and representative fixtures and County & District Trials		feedback.			
2.6	GRANTS & SPONSORSHIP Work with the County to access Grants and Sponsorship including Sports Match and other avenues.	Football Foundation Phase One bid successful in 2004 .Meetings held with County FA and Herts Sports Partnership officials to assess applications and quality of development plan.	Phase 2 FF Application contains bid for revenue funding over 5 year period for Coaching Development Officer. (See attached)	September 2006 onwards		Mervyn Morgan David Wray
2.7	LOCAL SCHOOLS Establish close working relationships with local schools by providing outreach coaching and using their facilities. To include monitored coaching for Boys Sec. & private schools and help develop a Girls Football section in conjunction with Girls Sec. schools	Coaching courses and sessions in place at local Schools in St Albans and Hemel Hempstead. <ol style="list-style-type: none"> 1. Cavendish Sports College, 2. Astley Cooper School, 3. Wheatfield's School, 4. Marlborough School 5. Sandringham School. More details in Sections 7 and 9. Recent coaching course run by the club resulted in 21 students passing	-----	August 2004 then yearly	See section 9	David Wray

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		their Level 1 Coaching Badge				
2.8	SPONSORSHIP The Club cannot rely on Grants so serious self-funding from commercial sponsors should be sought as a specific task.	£65k raised from two fund raising events. Further fund raising supported by Corporate pound for pound schemes	-----	September 2004	£45,000 raised from Club Sportsman's Dinner £15,000 Raised from Club Golf Day	Mervyn Morgan David Wray Clive Attwood

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ST ALBANS CITY YOUTH F.C. DEVELOPMENT PLAN 2004 - 2009**3.0 CLUB MANAGEMENT STRUCTURE**

ITEM	ACTION / TASK	PROGRESS	TO DO	BY WHEN	RESOURCES / COSTS	RESPONSIBLE
3.1	MANAGEMENT STRUCTURE An organised management structure to be established. A voluntary club needs to involve as many people as possible	Structured Plan produced and in place. Season 2005/06 saw the introduction of a two-tier management structure designed to see the club progress further over the next 5 years.	In place. Review impact and progress at regular Board of Trustees Meetings. April, August, December,	Review Meetings during the year	Self funding	Board of Trustees
3.2	CHARITY MANAGEMENT St Albans City Youth FC is also a registered charity. Set up a new board of trustees. Trustees to have the overall responsibility for club development, long term fundraising and financial control of the clubs assets.	New Board of trustees in place .Eight Trustees appointed and registered with the Charity Commission.	In place. Review impact and progress at regular Board of Trustees Meetings. April, August, December,	Review Meetings during the year	Self funding	Board of Trustees
3.3	YOUTH STRUCTURE Officers and Managers to be appointed / approved for Club activities on a similar basis as above. The roles are Treasurer, Kit and Equipment Manager, Membership officer and Press Manager, Team Managers & Team Coaches.	Structure in place, majority of positions now filled.	A small number of vacancies still need to be filled. Adverts published on the clubs website and in club newsletters.	September 2006	Self funding	Mervyn Morgan David Wray Ian Woods

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ST ALBANS CITY YOUTH F.C. DEVELOPMENT PLAN 2004 - 2009**4.0 COACHING STRUCTURE**

ITEM	ACTION / TASK	PROGRESS	TO DO	BY WHEN	RESOURCES / COSTS	RESPONSIBLE
4.1	STRUCTURE & GROWTH Each season the Club has to make a decision on how many youth teams it can field. The number of trained coaches available and the pitch availability determines this.	Growing year on year, larger increase at small-sided age groups and Girls teams.	Review impact and progress at regular Board of Trustees Meetings. April, August, December,	Review Meetings during the year	Self funding	Ian Woods
4.2	COACHING A minimum of one qualified coach for each team.	Achieved. The club has been organizing coaching courses with the Herts FA to facilitate the target to get all coaches upgraded to a minimum Level 1 coaching qualification.	Review impact and progress at regular Board of Trustees Meetings. April, August, December,	Review Meetings during the year	£1,800 coaching course fees 2005/06 £2,000 budgeted in accounts for season 2006/07	Mervyn Morgan
4.3	CHILDCARE & SAFETY Establishing the procedures and actions to achieve Community club status will meet the requirements in this area but every officer, players and parents must be made aware of their responsibilities as published in the clubs child protection policy.	Full pack for CRB checks established. The clubs Child Protection Policy has been shared with other clubs who are seeking to become Charter Standard. The policy is available on the clubs website.	Review impact and progress at regular Board of Trustees Meetings. April, August, December,	Review Meetings during the year	CRB Checks £500 CRB fees 2005/06 £100 budgeted in accounts for season 2006/07	Ian Woods Mervyn Morgan
4.4	CODE OF CONDUCT Publish club CODE OF CONDUCT in club publications and on the clubs	Done .Codes of Conduct in place and supported by the Child Protection Policy.	Review impact and progress at regular Board of Trustees Meetings.	Review Meetings during the year	Self funding	Mervyn Morgan

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	website.		April, August, December,			
4.5	<p>Appoint a Youth Development Manager .Responsible for overseeing and encouraging the development and continued enjoyment of small-sided youth football within the Club. The Youth Development Manager will have a 5 year budget of approximately £10,000 per annum (50% from Club Funds and other revenue sources) to enable them to improve the quality of coaching and equipment provided to the younger members of the Club.</p>	Part of the Phase 2 Funding Plan		Target, in place by September 2006	Year 1 Projected costs Facility Hire - £200 Equipment - £220 Coaching costs (Level 1) - £650 Travel costs - £100 Affiliations - £420 Training / Education - £300 Admin - £470 Publicity - £250 Other - £150 Total - £2760 Year 2-5 costs attached.	
4.6	<p>Volunteer Recruitment. Use the various media available to advertise for volunteers to help run and support the club</p>	Current utilise adverts for volunteers on the clubs web site, local papers and newsletters	Examine using the Herts Sports Partnership Website for further advertising	Target 2/4 new volunteers per season	Self funding	Mervyn Morgan Ian Woods

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ST ALBANS CITY YOUTH F.C. DEVELOPMENT PLAN 2004 - 2009**5.0 PLAYING STRUCTURE**

ITEM	ACTION / TASK	PROGRESS	TO DO	BY WHEN	RESOURCES / COSTS	RESPONSIBLE
5.1	SELECTION Selection criteria for both Senior and Junior teams are the key to a sound Development Policy. They must be established from the outset and publicised at all levels.	The key objective is Football for All regardless of the player's ability. Teams at the same age groups are denoted as North, South, East, West or by the League they play in e.g. West Herts. We do not show teams as A, B or C.	Review impact and progress at regular Board of Trustees Meetings. April, August, December,	Review Meetings during the year	Self funding	Ian Woods
5.2	TOURS Annual tours should be planned for Senior and Youth teams. These should be both home and abroad. Playing foreign teams also set up reciprocal activities. All tours provide contacts and experience.	Regular Euro tours taking place plus teams take part in UK Tournaments. Teams regularly take part in Europe e.g. Holland, Belgium or France. The 2006 Tour will see the clubs first Girls teams taking part in Overseas competitions.	Review impact and progress at regular Board of Trustees Meetings. August.	Easter 2006, Review August 2006	Self Funding	Clive Attwood Jeff Lawrence
5.3	CLUB TOURNAMENT The Club develop open tournaments (e.g. 5 a side) for the whole County. This should be a prestigious tournament. Annual Six a Side tournament (each June) Age groups	Six a Side, Tournament (Boys) now in its 12 th year. Six a Side, Tournament (Girls) now in its 3 rd year. In discussions with the Herts FA for the Clubs	Herts FA Joint Event. First meeting held. Club and Herts FA to prepare objectives and plan for the event. March-April 2006	June 2006	Being assessed	Mervyn Morgan David Wray John Seeby Ian Woods Herts FA

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	<p>Under 8's – Under 12's - 120 teams attend.</p> <p>Annual Girls Six a Side tournament (each June) – 20 teams take part.</p>	<p>6 A Side to be used as a showcase event for the home counties.</p>				
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ST ALBANS CITY YOUTH F.C. DEVELOPMENT PLAN 2004 - 2009

6.0 PARENTS

ITEM	ACTION / TASK	PROGRESS	TO DO	BY WHEN	RESOURCES / COSTS	RESPONSIBLE
6.1	<p>PARENTS Appoint an Officer to organise liaison with Parents. Supportive parents can be a boon to both the developing player & to the Club. Over zealous parents can be disastrous. From the outset communication with parents must be a priority. Many parents will enter into the spirit of the Club and take an active role in fund raising, social events or as Officers.</p>	<p>Appointed. Parents on Youth Committee & involved in events. Parents work on the club committee and two parents of former players have been appointed to the board of trustees.</p> <p>Parents Code of Conduct published.</p> <p>Parents invited to the clubs AGM</p> <p>Newsletters published and available on clubs website.</p>	<p>Review impact and progress at regular Board of Trustees Meetings. April, August, December,</p>	-----	Self financing	Mervyn Morgan

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ST ALBANS CITY YOUTH F.C. DEVELOPMENT PLAN 2004 - 2009**7.0 GIRLS FOOTBALL**

ITEM	ACTION / TASK	PROGRESS	TO DO	BY WHEN	RESOURCES / COSTS	RESPONSIBLE
7.1	EXPAND GIRL'S SECTION The Girl's Section to be an integral part of the Club sharing facilities.	Teams established, for season 2004/05 four teams in place, five teams planned for season 2005/06. Five teams in place for season 2005/06. Girls football at Youth Level currently ends at Under 15's. Looking to carry on with an Under 16 team for season 2006/07.	Ascertain feasibility of Girls Under 16's League for season 2006/07. In discussion with the Herts FA and Herts Girls League.	September 2006	Self financing	Ian Woods Ian Jardine
7.2	SEEK PARTNERS Partners are essential to a successful Girls section. Approach the following: Sports Development officer of Local Authority, County Football Association, Local Schools, Local Football Clubs and the Club's own members.	All approached and assisting. The club supports Girls football within the City by hosting the annual Girls Football District Schools 6 A Side.	Review impact and progress at regular Board of Trustees Meetings. April, August, December,	February 2006	Self funding	Mervyn Morgan David Wray
7.3	COACHING Appoint experienced Women's Coaches. The County F.A. will help and F.A. Courses are available. Local Girls' Schools may have qualified coaches who could join Club.	Following up.	Looking to run an all Girls Coaching Course in Season 2006/07. Funding and costings being prepared. Advertise on Herts Sports Partnership Job Shop. Seek input from Louise Saff	2007/08	Funding and costings being prepared	David Wray

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<p>7.4</p>	<p>SCHOOLS LINKS Establish links with local Schools to promote Girls Football. Promote the FA 3 Lions Scheme.</p>	<p>Links established with: 1. Marlborough 2. Nicholas Breakspeare 3. Wheatfield's.</p> <p>Girls Football Leaflet funded and produced.</p> <p>Grants obtained to purchase audio visual equipment and the production of a Video promoting local girls football. Members of the club have carried out talks at local Schools and showed the clubs Girls Football Video to help promote the sport.</p>	<p>Review impact and progress at regular Board of Trustees Meetings. April, August, December,</p>	<p>Ongoing</p>	<p>Promotional Material £500 Girls Football Video £,1000 Audio Visual equipment £2,000</p>	<p>David Wray Ian Jardine Ian Woods</p>
<p>7.5</p>	<p>Player Pathway links As a Charter Standard club establish links with local Girls FA Centers of Excellence, Arsenal and Watford as an outlet for gifted players.</p> <p>In addition establish an outlet with London Colney Ladies FC for players as a progression after youth football.</p>	<p>Pathways in place, a number of Girls are now with Arsenal Ladies . London Colney FC Ladies have agreed that girls can take part in training sessions.</p>	<p>Looking to strengthen the pathway links with both Watford and Arsenal during 2006/07. Meetings planned with both Centers of Excellence. During 2006/07</p>	<p>Ongoing</p>	<p>Self funding</p>	<p>David Wray Ian Jardine Ian Woods</p>

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ST ALBANS CITY YOUTH F.C. DEVELOPMENT PLAN 2004 - 2009**8.0 DISABLED FOOTBALL**

ITEM	ACTION / TASK	PROGRESS	TO DO	BY WHEN	RESOURCES / COSTS	RESPONSIBLE
8.1	DISABILITY OFFICER Appoint a club Disability Officer to be responsible for the running of the disability football section.	In place. Dan Rogers appointed.		November 2005	Self funding	David Wray Ian Woods
8.2	Disability Team & Training Setup Disability team and regular training sessions	Training every Friday Team first match due 12 th March 2006	Ongoing	November 2006	Courses for coaches 500 Kit 1,000 Equipment 1,500 Travel 2,000 Advertising 500 Printing 250 Launch 250 Total £6,000	David Wray Dan Rogers
8.3	FACILITIES Ensure that the new Highfield Park facilities are compliant with the requirements of the Disability Discrimination Act (DDA) e.g. Changing Rooms, Toilet Facilities and Floodlit training Area.	Facilities are compliant with the requirements of the DDA. First home match of the St Albans City Youth FC Disabled Squad to take place on 12 th March 2006 at Highfield Park as part of the Herts County Council Disability Week.		Phase 1 Sept 2005	See 2.1	Mervyn Morgan David Wray Highfield Park
8.4	OTHER GROUPS Club official to attend and become a member of the Hertfordshire Football Association Disability Football Forum.	Attend meetings HDFP Development Plan to supported by the Club.		Next meeting 30/03/06.	Self funding	Ian Woods
8.5	PROMOTE DISABLED FOOTBALL IN THE	Prepare a club leaflet promoting disabled	Leaflet produced and used in the local area.	Looking for the Disabled	Printing costs for season 2005/06 and 06/07 £500	David Wray Dan Rogers

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	COMMUNITY	football. Leaflet to provide club contact numbers.	Leaflets and Posters promoting the Disabled team are being displayed: <ul style="list-style-type: none"> • Oaklands College • Local Schools detailed within this plan. 	team to join an appropriate league for season 2006/07.. Research being carried out.		
8.6	LINKS WITH OTHER ORGANISATIONS Disability officer to promote disabled football section with other charity groups.	Disability Officer has meetings arranged with Mencap and local special needs schools. The St Albans Special Olympics Organisation has also joined with the club to promote Disabled Football.	Review impact and progress at regular Board of Trustees Meetings. April, August, December,	Ongoing	Self funding	Dan Rogers
8.7	LOCAL PARTNERSHIPS Establish partnership with another local youth football club to promote and run disability football within the area.	Partnership with Harvesters FC established to take disability forward with St Albans as a joint project. Planning on going to provide the best facilities and coaching available for the disabled players.	Further meetings being planned. No dates yet set.	Ongoing	Self funding	Dan Rogers
8.8	SEEK ADVICE FROM EXPERTS Make contact with Watford FC Community Sports Education Coach Gareth Jones and seek advice.	Gareth contacted, setting up meeting date.	Awaiting meeting date.	-----	Self funding	David Wray

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9.0 SCHOOLS

ITEM	ACTION / TASK	PROGRESS	TO DO	BY WHEN	RESOURCES / COSTS	RESPONSIBLE
9.1	LINKS Seek out and establish partnership links with local Schools for the promotion of Youth Football within the community. Assist Schools achieve the Charter Standard for Schools	To date the club has established partnerships with the following Schools: 1. Cavendish College, 2. Astley Cooper 3. Wheatfield's 4. Marlborough 5. Sandringham 6. Nicholas Breakspeare Also looking to work with Wheatfield's School in their plans for a floodlit training pitch. Finalising Charter Standard applications for Astley Cooper and Marlborough Schools.	Finalise Schools Charter Standard Applications March/April 2006	July 2006	Self funding	David Wray
9.2	FACILITIES Make Highfield Park Facilities available for local Schools.	Training Facilities currently being used by Nicholas Breakspeare School. Highfield Park trust promoting the facilities with local Schools and organisations.	Highfield Park to carry out a promotional programme with the club and the YMCA during 2007/07/08	Ongoing	-----	Highfield Park
9.3	COACHING IN THE	Funding obtained,	Coaching sessions in		Level 1 Course 1,600	David Wray

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	<p>COMMUNITY Club to carry out coaching courses for local Schools and obtain grant funding for students to obtain Level 1 and 2 coaching badges.</p> <p>FA AOTTS Scheme, examine content and identify individuals to attend course</p>	<p>Courses being held for Marlborough, Cavendish Sports College and Astley Cooper Schools. Latest coaching course resulted in 21 new level 1 coaches.</p> <p>HEMEL PROJECT Aim to provide community coaching in a local deprived area. Train a group of new young coaches to deliver the programme.</p> <p>Results 267 free lessons in Hemel Hempstead Schools</p> <p>21 new Level 1 coaches</p> <p>2 new girl coaches</p> <p>25 free lessons in a Special Needs school</p> <p>24 free lessons with a "disability" student</p> <p>2 new girls school teams</p>	<p>the St Albans Area being planned. Funding being sorced.</p>		<table border="0"> <tr> <td>Level 2 Course</td> <td>200</td> </tr> <tr> <td>Equipment</td> <td>1,800</td> </tr> <tr> <td>Facilities</td> <td>200</td> </tr> <tr> <td>Travel</td> <td>500</td> </tr> <tr> <td>Printing</td> <td>100</td> </tr> <tr> <td>Paid coaches</td> <td>2,600</td> </tr> <tr> <td>Total</td> <td>£7,000</td> </tr> </table>	Level 2 Course	200	Equipment	1,800	Facilities	200	Travel	500	Printing	100	Paid coaches	2,600	Total	£7,000	
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ST ALBANS CITY YOUTH F.C. DEVELOPMENT PLAN 2004 - 2009						
10.0 PRESS, ADVERTISING AND MARKETING						
ITEM	ACTION / TASK	PROGRESS	TO DO	BY WHEN	RESOURCES / COSTS	RESPONSIBLE
10.1	PUBLIC RELATIONS Appoint a Press Manager. Reports to the Club Development Director. The main duties and area of interest are noted in the Dev. Plan. This activity will be a vital element in establishing the Club's name.	In place. Regular match reports in the local press, Advertiser, Observer. In addition news regarding key club events or announcements are published	-----	Sept 2004	Self funding	Mervyn Morgan Terry Edwards
10.2	WEB SITE The Club should establish its own Web Site to market the Club, provide information on fixtures, match reports and social events	Established linked to the F.A. and the local leagues. The clubs website www.cityyouthfc.com has now had over 100,000 hits.	Ensure the website is updated with all the latest club and FA information. Ongoing.	Ongoing	£630 per annum	Mervyn Morgan

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11.0 FUNDRAISING, FINANCE AND SOCIAL						
ITEM	ACTION / TASK	PROGRESS	TO DO	BY WHEN	RESOURCES / COSTS	RESPONSIBLE
11.1	SOCIAL EVENTS Social events can play a major part in money raising and bonding members. The growth of the Youth and Girl's section will provide the opportunity to broaden the scope & number of events	6-a-side tournament Schools District Finals Other events held each year include a Theatre Social Evening for Parents in partnership with a local repertory company.	Review impact and progress at regular Board of Trustees Meetings. April, August, December,	Ongoing	Self funding	Board of Trustees
11.2	RAISING FUNDS Apart from social events, and grants there are many other sources of funds. Several are noted in the Dev. Plan. To maintain focus on this area the Commercial Manager to take on these responsibilities.	Responsibilities passed to the Commercial Manager. Major fundraising event being planned for 2007.	Review impact and progress at regular Board of Trustees Meetings. April, August, December,	Ongoing	-----	Board of Trustees
11.3	BUDGETS & TARGETS The importance of setting clear budgets and targets for all activities is crucial for management and external credibility.	Carried out. As a registered Charity our accounts are audited and also verified by the Charity Commission	Review impact and progress at regular Board of Trustees Meetings. April, August, December,	Ongoing	-----	Board of Trustees

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