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PART OF ENGLAND FOOTBALL

Horsham Eagles FC

2026 – 2029

OVERALL EXECUTIVE SUMMARY

Horsham Eagles FC is a thriving, inclusive football club dedicated to providing opportunities for women and girls of all ages and abilities to enjoy football in a safe, welcoming and supportive environment. The club currently provides football opportunities across youth (commencing September 2026), adult recreational, adult competitive, walking football and small-sided football, creating a lifelong participation pathway for female players within the Horsham community.

Our vision is to become the leading female football club in the Horsham district by continuing to develop sustainable player pathways, recruiting and supporting volunteers, improving coaching standards, strengthening governance and building strong relationships with local schools, community groups and partner organisations.

This Development Plan sets out our priorities over the next three years and provides a clear roadmap for achieving our ambitions. The plan focuses on seven key areas:

- Strategic Planning
- Leadership and Governance
- Coaches and Volunteers
- Facilities
- Player Opportunities
- Community Engagement
- Club Sustainability

Our objectives are to:

- Grow participation across all age groups.
- Develop a complete female player pathway from youth through to adult football.
- Increase the number of qualified coaches and volunteers.
- Maintain excellent safeguarding and welfare standards.
- Secure sustainable facilities to meet future demand.
- Strengthen financial sustainability through partnerships and fundraising.
- Promote football as a positive contributor to physical and mental wellbeing.
- Continue to create an inclusive environment where everyone feels valued regardless of age, ability, experience or background.

The committee will review this plan annually to monitor progress, celebrate successes and adapt priorities where necessary to ensure Horsham Eagles FC continues to meet the needs of its members and local community.

STRATEGIC PLANNER

Task	Objective	Who's accountable or responsible	Start Date	Due Date
Review and update the Club Development Plan annually	Ensure objectives remain relevant and measurable	Chair (Laura) & Committee	Sept 2026	Annually
Increase overall club membership by 20%	Grow participation across youth, adult, walking and recreational football	Committee	Sept 2026	July 2029
Progress towards a sustainable player pathway from U8 through to adult football	Retain players within the club as they progress	Youth Teams Secretary/Head Coach (Phil) & Committee	Sept 2026	July 2029
Maintain England Football Accredited Club status	Continue to meet all accreditation standards	Chair (Laura), Club Secretary (Rachel), Youth Teams Secretary (Phil)	Sept 2026	Ongoing
Develop succession planning for committee roles	Ensure long-term sustainability of club leadership	Chair (Laura)	Jan 2027	July 2028
Produce annual club action plan with measurable targets	Monitor progress against objectives	Committee	Sept Each Year	Annual AGM
Increase club income through sponsorship and fundraising	Improve financial sustainability	Club Finance Officer (Michelle), Youth Division Finance Officer (Jessica), Youth & Adult Division Marketing Coordinators (Walking/Rec)	Sept 2026	July 2029
Strengthen partnerships with local schools and community organisations	Increase participation and club visibility	Youth Teams Secretary (Phil), Youth & Adult Division Marketing Coordinators (Walking/Rec)	Sept 2026	July 2029

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STRATEGIC PLANNER: Leadership & Governance

Task	Objective	Who's accountable or responsible	Start Date	Due Date
Review committee roles and responsibilities annually	Ensure all committee members understand their roles and responsibilities and that workloads are shared effectively	Chair (Laura)	Sept 2026	Annually
Recruit additional committee members and volunteers as the club grows	Build committee capacity and ensure long-term sustainability through succession planning	Chair (Laura) & Committee	Sept 2026	July 2029
Hold regular committee meetings with recorded minutes and actions	Ensure effective decision-making, transparency and accountability	Club Secretary (Rachel)	Sept 2026	Ongoing
Review and update all club policies annually to include: Safeguarding Equality Code of Conduct for players, coaches and spectators First Aid Health & Safety GDPR Complaints Discipline	Ensure compliance with England Football Accredited Club requirements and current legislation	Club Secretary (Rachel) & Safeguarding Officer (Amanda)	Sept 2026	Annually
Maintain safeguarding qualifications and DBS compliance for all eligible volunteers	Provide a safe and inclusive environment for all players, coaches and volunteers	Safeguarding Officer (Amanda)	Sept 2026	Ongoing
Ensure financial governance through regular budget monitoring and annual reporting	Maintain financial sustainability and transparency	Finance Officer (Michelle) & Youth Finance Officer (Jessica)	Sept 2026	Ongoing
Maintain accurate membership records and effective communication with members	Improve member engagement and ensure accurate administration	Membership Secretary (Sam) & Youth Teams Secretary/Head Coach (Phil)	Sept 2026	Ongoing
Conduct an annual member survey	Gather feedback to inform decision-making and improve the club experience	Membership Secretary (Sam)	Sept 2027	Annually
Review club constitution and governance documents every two years	Ensure governing documents remain fit for purpose as the club develops	Chair (Laura), Club Secretary (Rachel) & Committee	January 2027	July 2028

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STRATEGIC PLANNER: Coaches & Volunteers

Task	Objective	Who's accountable or responsible	Start Date	Due Date
Recruit additional volunteer coaches across youth and adult sections	Increase coaching capacity to support club growth and improve player-to-coach ratios	Youth Teams Secretary/Head Coach (Phil)	September 2026	July 2029
Encourage coaches to achieve or maintain England Football coaching qualifications	Ensure coaching is safe, inclusive and delivered to a high standard	Youth Teams Secretary/Head Coach (Phil)	September 2026	Ongoing
Ensure all coaches and volunteers complete safeguarding and DBS requirements where applicable	Maintain a safe environment and meet England Football accreditation standards	Youth Teams Safeguarding Officer (Amanda)	September 2026	Ongoing
Identify and recruit parent volunteers to support youth teams	Build sustainable support for match days, training sessions and club events	Youth Teams Secretary/Head Coach (Phil)	September 2026	Ongoing
Develop a volunteer induction process	Ensure new volunteers understand the club's values, policies and expectations	Youth Teams Secretary/Head Coach (Phil)	September 2026	Ongoing
Recognise and celebrate volunteer contributions annually	Improve volunteer retention and demonstrate appreciation for their commitment	Committee	September 2026	Annually
Provide ongoing CPD opportunities for coaches	Encourage coaches to attend workshops, webinars and FA learning events to enhance their knowledge and skills	Youth Teams Secretary/Head Coach (Phil)	September 2026	Ongoing
Recruit referees and match-day volunteers from the adult player pool to support youth teams	Improve the delivery of fixtures and reduce reliance on a small number of individuals	Youth Teams Secretary/Head Coach (Phil)	September 2026	Ongoing
Create opportunities for players to transition into coaching and volunteering	Develop future coaches and leaders from within the club	Youth Teams Secretary/Head Coach (Phil)	September 2026	Ongoing
Conduct an annual review of coaching and volunteer needs	Ensure resources continue to meet the demands of a growing club	Youth Teams Secretary/Head Coach (Phil)	May 2027	Annually

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STRATEGIC PLANNER: Facilities

Task	Objective	Who's accountable or responsible	Start Date	Due Date
Review current training and match facilities annually	Ensure facilities continue to meet the needs of all teams as the club grows	Committee	September 2026	Annually
Secure sufficient pitch availability for all youth and adult teams	Provide appropriate playing opportunities and minimise fixture congestion	Youth Teams Secretary/Head Coach (Phil) & Chair (Laura)	September 2026	Ongoing
Maintain strong relationships with facility providers	Support long-term access to quality pitches and training venues	Committee	September 2026	Ongoing
Explore opportunities to access additional training facilities as participation increases	Support future growth and reduce pressure on existing venues	Youth Teams Secretary/Head Coach (Phil) & Chair (Laura)	Jan 2027	July 2029
Maintain an inventory of club equipment and replace items as required	Ensure safe, high-quality equipment is available for training and matches	Finance Officer (Michelle) & Youth Teams Secretary/Head Coach (Phil)	September 2026	Annually
Develop a rolling equipment replacement plan	Budget for the replacement of goals, balls, bibs, first aid equipment and training equipment	Finance Officer (Michelle) & Youth Finance Officer (Jessica)	September 2026	Annually
Review emergency procedures and first aid provision at all venues	Ensure player welfare and compliance with health and safety requirements	Safeguarding Officer (Amanda) & Youth Teams Secretary/Head Coach (Phil)	September 2026	Annually

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STRATEGIC PLANNER: Player Opportunities

Task	Objective	Who's accountable or responsible	Start Date	Due Date
Increase participation across all playing formats	Grow membership by attracting new players to youth, adult, recreational, walking football and 5-a-side teams	Committee	September 2026	July 2029
Progress towards a clear player pathway from youth to adult football	Support the long-term retention of players within Horsham Eagles FC	Youth Teams Secretary/Head Coach (Phil) & Chair (Laura)	September 2026	July 2029
Expand youth football provision where demand exists	Introduce additional age groups to provide opportunities for more girls to play	Youth Teams Secretary/Head Coach (Phil)	September 2026	July 2029
Promote recreational football as an entry point for new adult players	Encourage women of all abilities and experience levels to participate in football in a welcoming environment	Recreational Team Representative (Jill) & Membership Secretary (Sam)	September 2026	Ongoing
Support players transitioning between age groups	Ensure youth players moving into adult football receive appropriate support and development opportunities	Youth Teams Secretary/Head Coach (Phil) & Adult Team Representatives	September 2026	Ongoing
Deliver football opportunities that are inclusive of all abilities and backgrounds	Ensure every player feels welcome, valued and able to participate regardless of experience, identity or ability	Committee	September 2026	Ongoing
Monitor player retention and gather feedback annually	Identify areas for improvement and enhance the overall player experience	Membership Secretary (Sam)	May 2027	Ongoing
Encourage players to progress into coaching, refereeing and volunteering	Create opportunities for members to contribute to the club beyond playing	Youth Teams Secretary/Head Coach (Phil) & Chair (Laura)	Jan 2027	July 2029
Celebrate player achievements and milestones	Recognise individual and team successes to strengthen club culture and member engagement	Committee	September 2026	Ongoing

STRATEGIC PLANNER: Community

Task	Objective	Who's accountable or responsible	Start Date	Due Date
Strengthen relationships with local schools, colleges and community organisations	Increase awareness of football opportunities available for women and girls in the Horsham area	Youth Teams Secretary/Head Coach (Phil) & Youth Division Marketing Coordinator	September 2026	July 2029
Promote Horsham Eagles FC as an inclusive community football club	Increase participation by ensuring local women and girls know they have a place to play football regardless of age, ability or experience	Club Marketing Coordinator (Rachel), Divisional Marketing Coordinators & Committee	September 2026	Ongoing
Develop links with local female-focused community groups and organisations	Reach new audiences and encourage participation from groups who may not currently engage with football	Club Secretary/Club Marketing Coordinator (Rachel)	January 2027	July 2029
Host community football events and open sessions	Provide opportunities for new players to experience football in a relaxed and welcoming environment	Youth Teams Secretary/Head Coach (Phil)	April 2027	Annually
Continue to provide a welcoming pathway for beginners and returning players	Reduce barriers to participation and encourage more women to start or return to football	Membership Secretary (Sam) & Recreational Team Representative (Jill)	September 2026	Ongoing
Encourage players and volunteers to become ambassadors for the club	Use the experiences of existing members to inspire new participants to join	Committee	January 2027	Ongoing
Support local initiatives, charity events and community activities where possible	Demonstrate the club's commitment to making a positive contribution beyond football	Committee	Sepmt 2026	Ongoing

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