ELITE PLAYER PERFORMANCE PLAN

May 2011

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GLOSSARY OF TERMS

Academy (or Football Academy) - the training environment operated by a professional football club for the development of youth players

Academy Licence - issued by the board of the Premier League or Football League. A club is not permitted to operate a Football Academy unless it holds a current licence. The Academy Licence will be valid for two years in the first instance

Academy Manager - the person responsible for the operation of a club's Football Academy

Academy Management Team (AMT) - The Academy Manager will provide the strategic leadership for the Academy. He/she will be supported by an Academy Management Team which will include specialists in Coaching, Education, Sports Science and Medicine and Talent Identification and Recruitment

Academy Performance Plan (APP) - the long term strategy developed by the Academy Manager in consultation with the club board and/or Technical Board. The Academy Performance Plan will provide coaches and support staff with clearly defined performance targets which are closely aligned to the club's Football Philosophy

Academy System - a system which produces Home Grown Players for the professional game in increasing numbers and quality. The very best of these players are consistently ranked amongst the best players in the world. A world leading Academy System can also be characterised by the quality of the coaching and support staff and defined by the quality of the environment both in terms of the built environment, facilities and infrastructure. The Football Philosophy and club culture underpins the approach of the staff and the club

Audit Tool - an online application designed to enable effective measurement of each Academy. The Audit Tool will be available to all Academy Managers and will be used by the ISO to establish the category of each Academy

Audit Process - the approach which will be adopted for the evaluation of each Academy. The process will take place in three steps. Step one - self assessment, step two - annual evaluation by the League, step three - a biennial evaluation by the ISO

Best with Best - the delivery of coaching sessions run collaboratively by the clubs for specifically identified players

Category 1 Academy - the optimum development environment for players in the youth system. Category 1 Academies will typically produce Premier League players and have the capacity to provide the optimum access to coaching in an elite environment in which the highest quality of coaching and development is provided. Formal entry into the Academy will begin with the Foundation Phase at U9

Category 2 Academy - the second tier of Academy which will typically produce professional players in the Football League and will produce Premier League players from time to time. Players will be entitled to a core programme which delivers a Coaching Programme moving from Part Time to Hybrid during the Youth Development phase of the Performance Pathway. Formal entry into the Academy will begin with the Foundation Phase at U9

Category 3 Academy - an entry level development environment for professional clubs that wish to maintain a Performance Pathway for players from U9. Category 3 Academies will typically produce professional players in the Football League. Players will be entitled to a Part Time Training Model through the Academy until the Professional Development Phase. Formal entry into the Academy will begin with the Foundation Phase at U9

Category 4 Academy - a late development model where formal entry into the Academy will begin with the Professional Development Phase U17 to U21. The Category 4 Academy will provide an intensive Full Time Training Model for players in this phase. It is anticipated that Category 4 Academies will produce late developing players for the Football League and from time to time, the Premier League

Charter for Quality - the plan produced by the FA and implemented in 1998 to establish a two tier youth programme in professional clubs consisting of Academies and Centres of Excellence

Classification System - the process by which club Academies will be classified as either Category 1, 2, 3 or 4 according to the type of youth programme that is delivered at the club

Club Support Manager (CSM) - the person charged by the Leagues with providing day to day liaison with the clubs and their Academies and their clubs

Coach Educator - FA licenced educator providing FA courses for coaches

Coach Developer - club-based Coach Developers will lead the Continual Professional Development of the coaching staff in the Academy

Coaching Contact Time - the time provided for coaches to work with players on a daily basis

Coaching Programme - the core activity which will drive all aspects of the work of the Academy. It is through the Coaching Programme that the Academy will achieve its primary aim of producing more and better Home Grown Players for the first team

Compensation System - a system designed to resolve compensation for youth players who move between Academies. The compensation system is designed to enable all clubs to plan and recruit effectively without discrimination

Continual Professional Development (CPD) - the ongoing training provided to support the professional development of staff in the Academy. Each club will identify a defined programme of CPD in its Academy Performance Plan. The content and approach to CPD will be the sole responsibility of the club

Core Coaching Time - the time between 9am and 5pm. It is assumed that Academies will build into their Academy Performance Plans simple mechanisms to ensure that as the volume of access to coaching increases, so the access to coaching during the Core Coaching Time should also increase to give players adequate time to rest between sessions and ensure that players are not overloaded with large volumes of training during the evenings

Development Centre - any junior training establishment operated by an Academy for the benefit of players under nine years of age. Category 1 and 2 Academies will be required to deliver a minimum of four Development Centres in their one hour catchment area. A minimum of two of the Development Centres may be extended to players under 12 years of age. The Extended Development Centres can be used as local training venues for U9 to U11 players registered with an Academy

Education Programme - the formal and informal activities undertaken by the Academy to ensure that the broad based education of players in the Academy is supported effectively in each phase of the Performance Pathway

FA Youth Awards - Specific Coach Education courses designed to support coaches employed in the Foundation, Youth Development and Professional Development Phases (will be available to coaches for the start of Season 2012/13)

Flexible Season - the mechanism by which Academies will flex access to coaching for players U5 through to U16. The Flexible Season will utilise May, June and July as core coaching times. The Games Programme for Category 1 and Category 2 Academies will utilise May and June and the latter part of August

Football Philosophy - can be measured by the values that the club, staff and players demonstrate through their actions on a day to day basis, it is also very publicly demonstrated in the playing style and tactical approach to the game by teams and players representing the club.

Formal Education - an Education Programme which leads to an accredited academic/vocational qualification

Foundation Footballer – a player aged U5 to U11 who is coached at a Football Academy or its Development Centre (players can be formally registered from U9)

Foundation Phase - the first phase of the Performance Pathway which covers the development of players from U5 to U11

Four Corner Model - The FA's approach to Long Term Player Development which considers the interface between technical/tactical, psychological, physical and social elements of a player's environment

Full Time Training Model - a programme which will enable clubs to provide daily contact typically of four hours or two sessions per day. Access will be delivered principally inside the Core Coaching Time

Games Programme - the range of matches, festivals, tournaments and leagues providing each Academy with match practice opportunities and competitive fixtures

Grassroots Youth Football - all organised youth football played in schools or clubs outside of the Academy System

Head of Sports Science and Medicine - the post-holder who will coordinate the Sports Science and Medicine Programme. This will normally be a full time role in a Category 1 Academy

Head of Coaching - the person tasked with leading the Coaching Programme. This post replaces the current role of Assistant Academy Manager which was formally a requirement for Academies. The Head of Coaching will be a minimum UEFA A licensed coach with recent and relevant experience developing players in the Academy System

Head of Education - the person tasked with leading the Education Programme. The post-holder will normally be a member of the Academy Management Team and will be a qualified teacher ideally with recent and relevant experience

Helpdesk - will be an online feature of the Audit Tool providing advice and support for Academy Managers and other staff tasked with delivering the self assessment report on the classification of the Academy

Informal Education - contributes to the all round development of a player through a holistic approach

Head Physiotherapist - the person who leads the physiotherapy service in the Academy. All Head Physiotherapists in the Academy System are qualified as Chartered Physiotherapists

Home Grown Player - a player who, irrespective of their nationality or age, has been registered with any club affiliated to The FA or the FAW for a period, continuous or not, of three seasons or 36 months prior to their 21st birthday

Hybrid Training Model - a Part Time Training Model with additional training sessions delivered in the Core Coaching Time. The Hybrid Model will deliver training to players typically during evenings and weekends but day release initiatives for youth development players U12 to U16 will enable Academy Managers to flex the Coaching Programme to gain more access time. It is assumed that the absolute Coaching Contact Time for players on the Hybrid Model will be reduced compared with contact time for the Full Time Model

Independent Standards Organisation (ISO) - the organisation contracted to provide an objective audit of the modernised Academy System

Late Development Training Model - a programme which provides Full Time Training with daily contact of up to four hours a day based around two separate sessions with appropriate rest and recovery time. The Late Development Model is provided for U17 to U21 groups and will be a prerequisite for the Category 4 Academy

Lead Sports Scientist - the post-holder will lead the delivery of the sports science support programme, reporting to the Head of Sports Science and Medicine

Long Term Player Development (LTPD) - a model for the strategic development of talent across the Performance Pathway

Modernisation Process - the process involving the four inter-related key pieces of work, each requiring the successful implementation of the other to ensure that the Academy System succeeds. The four pieces of work are: the Elite Player Performance Plan (EPPP), the new Classification System, the new Compensation System and the new Rules and Regulations

Multidisciplinary Approach - the process by which the various support services are linked around the Coaching Programme so as to provide holistic support for each player at an Academy

Parents'/Guardians' Charter - the information provided by a League to parents and guardians when a player makes his first registration at an Academy. The Charter will provide impartial advice and support to enable parents and guardians to be fully informed of the registration process and the full implications of joining the Academy

Parents'/Guardians' Information Guide - provides parents and guardians with impartial information supplied by the Leagues with respect to trial procedures for players signing a Trial Form

Part Time Training Model - provides weekly training sessions outside the Core Coaching Time. The Part Time Model will deliver training to players typically during evenings and weekends. The absolute Coaching Contact Time will be reduced compared with that of the Hybrid and Full Time Training Models.

Performance Clock - the process by which Academies will measure, monitor and provide documentary evidence of player progression where both coach and player will be able to contribute to the qualitative statements. The Performance Clock is a player's record of achievement and will be used by the ISO in the Classification Process

Performance Management Tool - an online support service for Academy Managers which will enable them to effectively manage the Multidisciplinary Approach in the Academy

Performance Pathway - the process of developing players from U5 to U21, The Performance Pathway is broken down into three distinct phases: the Foundation Phase, the Youth Development Phase and the Professional Development Phase

Player Support Programme - courses, workshops and activities which contribute towards the holistic development of a player

Premier Academy League - the League of that name managed, organised and controlled by the League and governed by the Premier Academy League Rules

Premier Reserve League - the League of that name managed, organised and controlled by the League and governed by the Premier Reserve League Rules

Productivity - a points-based system which accurately measures the development journey of every professional player and makes it possible to measure the successful production of players at each Academy and Centre of Excellence

Professional Development Footballer - any registered player aged U17 to U21

Professional Development Phase - the third phase of the Performance Pathway which covers the development of players from U17 to U21

Programme Downtime - the periods in the year when the Academy Games Programme and associated coaching activities will shut down. The last two weeks of January and first two weeks of August will typically be the summer downtime period. Two weeks over the Christmas period will be the winter downtime. The specific downtime dates for the following season will be published each January for the following year

Scholarship Agreement - an agreement made between a club and a player at age U17

Specialist Advisory Groups - expert groups drawn from specialists in the clubs who will help to guide the further development of the EPPP

Sports Science and Medicine - one of three programmes administered in the Academy to support the Coaching Programme. The Sports Science and Medicine Programme is the inter-disciplinary home for Science, Medicine, Physiotherapy, Match Analysis and the other performance support services employed in support of the Academy players

Technical Board - provides technical advice and support to the club board in developing a club's Football Philosophy and provides technical guidance to the Academy Manager in the development of the Academy Performance Plan

Test Battery - pre agreed battery of physical tests and re-tests enabling the clubs to measure the athletic development of all players in the Academy System. A national database of information relating to the test results will be created and shared with clubs to assist in benchmarking the Academy System

Trialist - a player aged U9 to U21 who is attending a Football Academy on trial

Youth Development Footballer - any registered player aged U12 to U16 and attached to a Football Academy

Youth Development Phase - the second phase of the Performance Pathway which covers the development of players from U12 to U16

10,000 Hours Model - the model for the development of elite performance based upon the notion of 10,000 hours of deliberate practice

1. INTRODUCTION

In January 2010 the potential to modernise youth development was discussed at a meeting of Premier League (PL) Academy Managers. The meeting set out a broad vision for youth development which was centred on the ambition to enable English Football to create the world's leading Academy System.

The Premier League Shareholders subsequently supported the proposals for the modernisation of the Academy System at their AGM in June 2010 and since that time extensive consultation has taken place amongst the clubs in the PL and representatives of the Football League (FL) the Football Association (FA) and other key stakeholders.

This Elite Player Performance Plan (EPPP) is produced on conclusion of the consultation process. It sets out in detail and in order, the processes and criteria necessary to ensure that professional football in England is empowered to create a world leading Academy System that serves to provide more and better Home Grown Players and increase the efficiency of Youth Development investment.

This document is designed to provide the substantive detail to Club Boards and Academy Managers enabling them to prepare effectively for the modernisation of the Academy System in their own club.

The introduction of a new approach to measuring and benchmarking Academies via the introduction of a new Classification System will be guided by the EPPP.

New Rules and Regulations will be proposed separately to ensure the effective implementation of the EPPP. The full proposals for the introduction of a new Compensation System will be separately agreed.

It is evident from the consultations that have taken place that some clubs have already recognised the strategic importance of creating a world leading Youth Development environment and have initiated their own practices in order to meet this challenge. The proposed Modernisation Process recognises the efforts of the clubs in this regard and seeks to provide a national system in which clubs can realise their ambitions and be provided with a clearly defined youth system which is fully supportive of each club's performance ambitions.

1.1 THE CURRENT SYSTEM

Youth development in professional football in England is currently made up of 12,067 players (*Source: the Football Administration System administered by Youth Departments in the PL and FL on behalf of the clubs in each League 2011*).

There are:

- 40 Academies and 51 Centres of Excellence (Three Centres of Excellence are outside the Football League)
- 18 Academies and two Centres of Excellence are based in the PL
- 22 Academies and 46 Centres of Excellence are based in the FL
- 24% of the players are based in the Premier League and 76% are based in the Football League

Profile of Registered Players Season 2010/11

Academies and Centres of Excellence	Total Registered Players aged 16-18	*British Players*	*Overseas Players*
Premier League	**429**	*348* *(331 English**)*	*81* *(European 67)* *(Non-European 14)*
Football League	**1,116**	*1,063*	*53* *(European 35)* *(Non-European 18)*

Profile of Contracts Awarded past five years and Season 2009/10

Premier League Clubs	First Time Contracts*	*English Qualified Players***	*Overseas Nationals*	*Percentage still registered in Premier League*
Season 2009/10	**137**	*103*	*34*	-
Past Five Years	**650**	*465*	*185*	*41%*

* Contracts awarded to U19 players
** British registrations are assumed English

2. VISION AND PRINCIPLES

The EPPP is a long term plan which promotes the development of a world leading Academy System. It aims to deliver an environment that promotes excellence, nurtures talent and systematically converts this talent into professional players capable of playing first team football at the club that develops them. The EPPP must promote technical excellence and ensure financial viability now and in the future.

To achieve this, the modernised Academy System will be regularly and independently audited, updated and improved. The EPPP is inextricably linked to the development of a new Classification System for youth development.

2.1 VISION

To produce more and better Home Grown Players		
Staff	**Players**	**Environment**
Develop the world's leading youth coaching fraternity Provide a world class support service	Develop technically excellent players who are tactically astute and independent decision makers, fully equipped for a successful career as a professional footballer	Develop educationally rounded people through a holistic approach Provide inspirational facilities capable of delivering an innovative Games Programme

2.2 PRINCIPLES

The EPPP – Six Fundamental Principles (Critical success factors)
Increase the number and quality of Home Grown Players gaining professional contracts in the clubs and playing first team football at the highest level
Create more time for players to play and be coached
Improve coaching provision
Implement a system of effective measurement and quality assurance
Positively influence strategic investment into the Academy System demonstrating value for money
Seek to implement significant gains in every aspect of player development

3. THE ELITE ENVIRONMENT

The EPPP provides a vision for the future development of youth football in the Premier League and throughout the professional game. It proposes the first fully comprehensive revision of the Charter for Quality which was introduced in 1998 and it provides an action plan for the Modernisation Process in all professional clubs.

It is evident that any Home Grown Player who wishes to succeed in the Premier League will need not only to be amongst the best players in England, but also the world.

Critical to the success of the new system is the development of a plan that enables the best young players in England to be provided with the best coaching and support services to maximise their professional potential. This is a proposition for the professional game, designed by the professional game, which recognises the rights and the responsibilities of clubs to contribute meaningfully to the future development of Home Grown Players.

In order to ensure that all clubs are able to build an Academy system that is technically excellent and financially viable, the EPPP provides a clear development model according to the specific needs of each club.

The successful implementation of the plan will enable PL and FL clubs to consistently outperform international competition in the production of Home Grown Players.

The challenge is to create an uncompromising elite training environment, if this challenge is met, then clubs will benefit from the following performance outputs:

- The consistent production of world class Home Grown Players
- The creation of a system that enables English clubs to outperform the best in the world
- The creation of a system that is able to continually improve and sustain success
- A value for money approach that contributes positively to the delivery of the clubs' business plans

3.1 CHARACTERISTICS OF THE ELITE ENVIRONMENT

To achieve the vision and performance outputs, the leading Academies must demonstrate a number of common characteristics, including:

- An elite environment where players have the necessary time and space to develop
- An environment where all aspects of the Academy programme are challenging, developmental and inspirational
- An environment supported by outstanding coaches in every phase of the Performance Pathway
- A Coaching Programme supported by Education, Sports Science and Medicine and Games Programmes
- A Multidisciplinary Approach that delivers the four programmes and is implemented and led by the Academy Manager and his/her team
- The development of educationally rounded graduates who are independent decision makers on and off the field
- An environment which consistently produces professional players at the appropriate level of the game for each Academy according to their classification

For the modernised system to be able to continually improve and sustain success, it is proposed that we independently audit and objectively measure against competitor systems, selected clubs around the world and all clubs at home.

In order for measurement to be effective, the new Classification System will require the appointment of an Independent Standards Organisation (ISO). This was one of the key recommendations of the Lewis Report (2006) which at the time received endorsement from the Premier League, the Football League and The FA. More recent discussions have reconfirmed support for this approach.

The ISO's function in this regard will be to audit each Academy and provide an independent assessment leading to classification. Effective measurement of each Academy will enable accurate benchmarking of the whole system, and lead to objective assessment of the relative productivity of each Academy.

Successful implementation of this approach will provide clubs with the information they require to benchmark their Academies against the best. This will allow Academy Managers to set effective and realistic targets for their Academy, so driving standards and enabling a club board to ensure that it holds its Academy to account for its delivery of the next generation of players at the club.

The ability to set effective performance targets and then benchmark and measure progress against the targets are core characteristics of the elite environment.

3.2 LONG TERM PLAYER DEVELOPMENT

Research with elite performers over the last 30 years has led to the creation of a number of talent development models. These models have been used by coaches and youth developers to try and capture the fundamental characteristics of the elite environment.

Bloom (1985) created a model of talent development which identified three stages: the early years, the middle years, and the later years. Côté (1999) and others furthered that work by developing a sport-specific model of talent development. Côté's work led to the idea that talent development in sport could be characterised by sampling years (ages 6-12), specialising years (ages 13-15) and investment years (ages 16+).

Researchers such as Côté, Bloom and others all identified that the talent development process presented differing demands upon players, coaches and families at each phase of players' development. The research has significantly influenced the shaping of new approaches to performance planning for British sport over the last decade.

This body of research and the actions of a number of sports ultimately influenced The FA's commitment to a Long Term Player Development (LTPD) model which was originally proposed in the governing body's whole sport plan and has more recently been applied in the Future Game Plan (2010). The FA's approach to LTPD is supported by a Four Corner Model for development of players which considers the interface between technical/tactical, psychological, physical and social elements of the players' environment.

Long Term Player Development: The FA's Four Corner Model

Through the establishment of the EPPP, clubs will be encouraged to apply their own specific approaches to performance planning and create their own bespoke player development models. However, the LTPD model provides a sound basis from which to build an individual Performance Plan in each club.

3.3 THE PERFORMANCE PATHWAY

The rationale for LTPD is supported in the EPPP by the formal recognition of the Performance Pathway. Similarly, the implementation of the Four Corner Model is recognised in the EPPP through the proposed Multidisciplinary Approach to the delivery of the Academy Performance Plan.

The Performance Pathway refers to the process of developing players from U5 to U21 and is broken down into three distinct phases - the Foundation Phase, the Youth Development Phase and the Professional Development Phase.

The Performance Pathway			
Foundation Phase	**Youth Development Phase**	**Professional Development Phase**	**Senior Professional**
U5 to U11	U12 to U16	U17 to U21	Open

The Performance Pathway is distinct from the registration process for players in the Academy system as it commences before the formal registration of players at U9 and continues after the player graduates from the Academy at U18.

The EPPP recommends that the formal registration of players should continue to commence from U9, however new Rules and Regulations will be implemented to ensure that the U5 to U9 Development Centres are regulated alongside the formal Academy structure.

The Performance Pathway will be calculated on the basis of a system that begins at U5 and continues to U21. Clubs may not register players before U9 but where coaching takes place in the Development Centres this should be factored into a player's history. Similarly, the transition of players from U19 to U21 into first team football should be measured in the context of a player's overall development.

Each section of the EPPP on Coaching, the Games Programme, Sports Science and Medicine and the Education Programme is presented in terms of the three phases of the Performance Pathway. In this way the EPPP emphasises the need to provide bespoke age specific solutions at each stage of a player's development.

Whilst the Performance Pathway provides a generic model to capture Long Term Player Development, Academy Managers, coaches and other technical staff will recognise that there is a myriad of influential key moments in the long term development of all players. The Performance Clock and the review processes proposed in the EPPP are designed to reflect this reality. They provide a vehicle through which those key moments can be captured on a player by player basis and used to provide accurate and objective measurement of each player's development, session by session.

3.4 FOOTBALL PHILOSOPHY

A key characteristic of English football is that clubs have their own highly defined individual cultures and values and these traditions are fiercely defended as part of a club's history, individual identity and future ambitions. The EPPP recognises these traditions and seeks to strengthen them by supporting each club's right to defend its culture and promote its own Football Philosophy.

Supporting each club's right to articulate its own Football Philosophy is also seen as pivotal to the creation of the elite environment and this plan does not attempt to promote one specific playing style or impose a single coaching strategy upon clubs. An Academy can only become a genuinely elite environment if it is able to articulate its own Football Philosophy and demonstrate how it is embedded into the day-to-day running of the Academy and the wider club. Embedding a Football Philosophy into a club can be measured by the values that the club, staff and players demonstrate through their actions on a day-to-day basis. It is also very publicly demonstrated in the playing style and tactical approach to the game by teams and players representing the club.

It is proposed that clubs should articulate their own Football Philosophy as a prerequisite to submitting an application for an Academy Licence. It is assumed that the board of each club will define its own Football Philosophy as the club's individual 'DNA' and then delegate responsibility for the day-to-day delivery of the Football Philosophy at Academy level to the Academy Manager and his/her staff.

A clubs first team manager will have a significant leadership role in shaping, delivering and communicating the club's Football Philosophy at first team level and across the Academy.

Reinforcing the individuality of each club through the positive promotion of the Football Philosophy ensures that teams will continue to adopt a range of playing styles and tactical approaches which in turn requires teams, coaches and players to be tactically flexible and ready to face a range of legitimate playing styles.

3.5 TECHNICAL BOARDS

Throughout the consultation process there has been ongoing discussion regarding the role and position of the Academy in relation to the wider club. There has been significant consensus that the existence of a Technical Board provides a significant advantage to those clubs that have organised their resources in this way. The Technical Board may be formally constituted or not in terms of framing the club's Football Philosophy and should provide technical guidance to the Academy Manager in the development of the Academy Performance Plan (APP).

3.6 CREATING SIGNIFICANT CHANGE THROUGH MARGINAL GAINS

A core premise for the EPPP is that significant changes to the Academy system which are lasting and positive will be achieved by modernising the Academy System and creating an environment where a large number of marginal gains across all aspects of the work of the Academy can be nurtured.

The EPPP proposes to structurally modernise the Academy system through:

- Greater access to coaching and strategic investment in coaches
- The adoption of a new Classification System
- Transparency in terms of the measurement of productivity
- The introduction of independent quality assurance
- The adoption of new Rules and Regulations

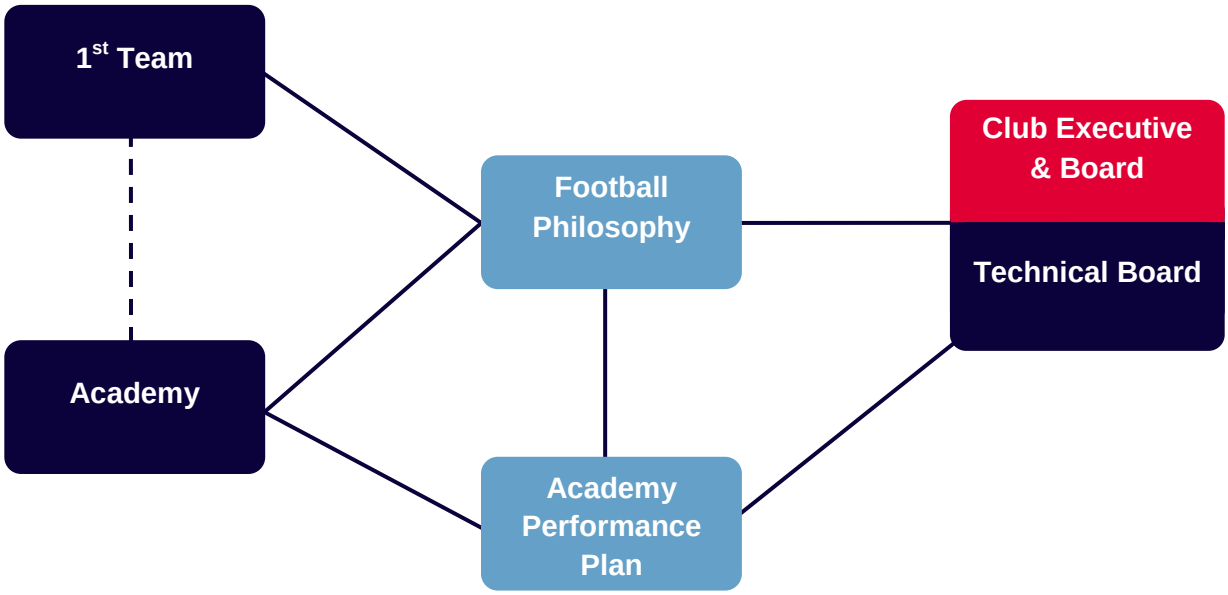
Structural modernisation is an important first step, but the ultimate ambition to create a leading system that outperforms the international competition and drives productivity in terms of Home Grown Players requires dynamic leadership in the clubs, driving an

environment of continual improvement. Total commitment to the Modernisation Process driven by enlightened self interest from professional clubs is the most powerful solution in terms of developing the elite environment.

The creation of an uncompromising elite environment which is genuinely world leading requires managers, coaches and support staff to be obsessed with searching for marginal gains in the performance of the players, the teams and the system as a whole on a day-to-day basis. The Academy Managers are pivotal to the future development of this culture of continual improvement but without the wider, engagement of the Club Board, the senior management and the first team Manager, Academy Managers will find it difficult to sustain the development of this type of culture in their club.

The Premier League, the Football League and The FA all have a significant role to play in supporting and enabling the clubs and their coaches to build this elite environment.

The Club Performance Planning Process



3.7 THE MULTIDISCIPLINARY APPROACH

Since the introduction of the Charter for Quality the process of developing players has become an increasingly complex one. Academies have taken on ever more responsibility for the holistic development of players and the coordination of the processes around players has become more complex over time.

The introduction of an array of support services and statutory requirements (including extended education provision, sports science and medical services, player recruitment responsibilities, careers services and safeguarding legislation), have all served to enhance and protect the experience of players. These requirements have ensured that the role of the Academy Manager has become a far more complex one, requiring the coordination of resources and services. These processes have been developed in the best interests of players and must be effectively coordinated so as to avoid creating conflicts.

The Multidisciplinary Approach is presented in clear recognition of the need to centre each player's progression as a footballer at the heart of the Academy. It ensures that all the services and support functions of the Academy serve to uphold the primary purpose of the Academy which is to produce professional players for the first team.

Core Activity	Coaching Programme		
Support Service Function	**Sports Science and Medicine**	**Education Programme**	**Games Programme**

The four programmes combined will create a fully integrated environment servicing all aspects of the players' development at the Academy. The modernised system recognises the different levels of investment that clubs will make against each of the four categories of Academy. The adoption of the Multidisciplinary Approach may differ in its sophistication according to the resources available at a given club but the adoption of the principles of this approach will be a standard requirement for all Academies.

3.8 THE ACADEMY PERFORMANCE PLAN

It is envisaged that the long term planning strategy or Academy Performance Plan (APP) should be developed by all Academy Managers in consultation with the Technical Board where one exists or with the Manager, CEO and Technical Director. The APP will identify the vision and strategy for the Academy in terms of the club's Football Philosophy. It will identify the performance targets for the Academy and provide a template for the management of the Academy in the club. The APP will be used to articulate the club's culture in terms of Youth Development and to this end it should be integrated into and reflect the wider culture of the club.

The APP should demonstrate how the Academy will integrate the Education Programme, Games Programme and Sports Science and Medicine services with the core Coaching Programme. The ISO will use the APP to help support the Audit Process for the Academy.

3.9 THE PERFORMANCE MANAGEMENT SYSTEM

An online Performance Management Tool will be available to all Academies to assist staff in the quick and efficient introduction of Performance Clocks and effective capture of information relating to the proposed six and 12 week reviews. It is intended that this tool will provide improved support for the Academy Manager in implementing the Multidisciplinary Approach and capturing match data for each player.

The Classification Process will require all clubs to capture information relating to the delivery of the Academy programme. Some clubs have already introduced their own bespoke systems to enable them to forward plan the work of the Academy and track each player's progression against the performance targets set by the Academy Manager and his/her coaching team. A significant number of Academies have already adopted processes with clearly defined macro, mezzo and micro cycles in terms of the individual development priorities for each player. The wider adoption of this approach through the development of a national Performance Management Tool available to all Academies is proposed.

The development of the online Performance Management Tool during Season 2011/12 will ensure that this approach to the management of youth development is made accessible to all Academies in the system and across all classifications.

The Performance Management Tool will enable the effective capture of performance data and will ensure that the introduction of these newly proposed systems are not onerously bureaucratic on the clubs. The Tool will enable all Academy Managers to plan and manage the progress of players and staff online. It will be secure and confidential to the club but it will also mean that national benchmarking of youth development can be coordinated for the first time. The adoption of a nationally coordinated match analysis system will also make it possible to measure and benchmark the quality of match performances across the youth system. The development of this capability will ensure that all coaches will be able to capture and build a comprehensive video library for every player in the system. This information will represent a significant element in a player's Performance Clock.

3.10 THE PERFORMANCE CLOCK

The Multidisciplinary Approach will impact on all players in the Academy System as they will be entitled to a comprehensive record of achievement across all aspects of their development once they enter the Performance Pathway. This record of achievement will be captured through a player's Performance Clock and it will provide a moment to moment measurement of a player's progress through the Academy. It is envisaged that the Performance Clock will be an embedded application in the Academy Performance Management Tool and that an easily accessible online facility will be available for every player throughout the Academy System.

Key Characteristics of the Performance Clock
Enables Academies to measure the quality of progression and monitor the coaching that each player is engaged in
Enables Academies to measure the quality of progression that each player is making in match situations
Information will be carried forward year on year to build into a comprehensive record of the player's development and his strengths and weaknesses across all areas
Available to the player and his parents/guardians as well as the coaching and support staff
If a player moves between Academies, the Clock will be provided to the player and his parents/guardian upon exit. Should the player move within the system it will become the responsibility of the new Academy, thereby maintaining a comprehensive and continual picture of the player's development
Viewed as a player's entitlement to have an up to date Clock once he is registered in an Academy
The ISO should measure the effectiveness of each club in maintaining each player's Clock
Provides a breakdown of the time spent on both individual and team technical and tactical development, Sports Science and Medicine (including, psychological and social development) and educational progression
Logs qualitative information and evidence documented by both coach and player, relating to a player's successful progression against the above areas
From U9, it includes evidence that a 12 week review of a player's progress has taken place including a forward plan with each players personal performance targets to the next review
From U12, it includes evidence that a six week review of a players progress has taken place including a forward plan with each players personal performance targets to the next review

For players who are based outside of the Academy system, further consultation is required with Grassroots Youth Football to agree a method for measuring players' records of achievement prior to the registration of boys with Academies for the first time.

At any stage where players move from the junior game there should be some record of what access to coaching a player has had prior to his arrival in the Academy. Similarly, when a player leaves an Academy and returns to Grassroots Youth Football he should leave with a comprehensive record of achievement and with clear signals to the junior club of the development needs of the player. Achieving this level of synergy between the professional and amateur game will be a huge challenge and will require significant further consultation with The FA and other partners.

3.11 REQUIREMENTS - THE ELITE ENVIRONMENT

1. **The Board of each club should approve and annually review the performance of their Academy**
2. **The Academy Manager should report to the CEO at the club**
3. **Each club should develop its own Football Philosophy, which defines the playing objectives of the club**
4. **The Academy Manager, working with senior staff should establish a club's own Academy Performance Plan identifying the long term strategy and performance targets for the Academy**
5. **The Academy Performance Plan should be communicated across all levels at a club**
6. **The Academy Performance Plan should identify clear and measureable performance outcomes consistent with the culture and Football Philosophy of the club**
7. **Each Academy (according to its classification) should develop an Academy Performance Plan which provides players with a coherent and holistic coaching and support programme across each phase of the Performance Pathway**
8. **An online Performance Management Tool will be developed in Season 2011/12 to support the proposed changes and efficient management of the Academy System. The Performance Management Tool will be implemented in Season 2012/13**
9. **All players in the Academy System will be entitled to access a Performance Clock. The Performance Clock will be developed as part of the Performance Management Tool and be available for Season 2012/13. The introduction of Performance Clocks will enable each Academy to accurately measure the quality of progression and development opportunities provided to each player**
10. **Each Academy will deliver a core Coaching Programme, supported by Education and Games Programmes and Sports Science and Medicine services**
11. **Each Academy will introduce multidisciplinary, 12 week reviews as a core player entitlement from U9**
12. **Each Academy will introduce multidisciplinary, six week reviews as a core player entitlement from U12**

4. EFFECTIVE MEASUREMENT

4.1 MEASURING THE CURRENT SYSTEM

The Charter for Quality was conceived as a two tier system of Academies and Centres of Excellence (Centres). The system has been differentiated by two sets of Rules and Regulations that require both environments to provide different levels of infrastructure in terms of capital facilities, personnel and access to coaching.

Academies and Centres are currently measured on the basis of their ability to:

- Meet the facility requirements
- Provide minimum contact hours for coaching
- Commit to a games programme
- Demonstrate support for the prescribed staffing structure
- Provide an Education Programme for players U17 to U18

An annual report is produced by each club demonstrating its commitment to the Rules and Regulations and the Premier League and Football League monitor the Academies and Centres to ensure that they comply with those Rules and Regulations. The PL and the FL issue Academy and Centre of Excellence Licences, based on each club's ability to meet the criteria.

4.2 MEASURING THE MODERNISED SYSTEM

Measurement of the modernised system will retain some of the processes introduced by the Charter for Quality and adopt a number of new approaches to measurement so as to provide a more detailed and accountable analysis of the performance of the Academy System.

The intention is to synchronise the new PL Rules and FL Regulations to ensure the Academy System functions in a coherent and unified manner. The modernised system will continue to require clubs to meet minimum facility requirements according to the categorisation of the Academy and each category of Academy will be required to meet agreed contact hours for coaching. Each Academy will also be required to support a Games Programme and commit to a defined staffing structure commensurate with their classification. This has been the case under the existing youth system and the approach will be maintained. The detailed requirements for the Games Programme, Coaching Contact Time, and staffing are provided in the relevant sections of this document.

Effective measurement of the modernised system will be achieved by measuring the process implemented through the Academy Performance Plan and by also measuring the performance outputs in terms of productivity. Comparative analysis and benchmarking will be employed to enable clubs to assess relative progress. Independent quality assurance will be implemented for the first time to ensure impartiality and absolute objectivity.

4.3 MEASURING THE PROCESS

4.3.1 Coaching Contact Time

Academies are currently required to provide three, five and 12 hours of contact time for coaching from U9 to U18. By the time a player is 18, he may have received approximately 2,500 hours of Coaching Contact Time under this system. In 1998, when this approach was first introduced, this was a significant step forward for youth development.

The detailed proposals relating to Coaching Contact Time (Section 6.3) aim to build on the quantitative approach already established by the Charter for Quality. The EPPP envisages four categories of Academy with Category 1 Academies providing the optimum pathway in terms of Coaching Contact Time.

It also outlines that a Performance Pathway is constructed for players from U5 to U21. By addressing the development of players across this extended timeframe it will be possible to measure a player's progression and affect the overall access to coaching time.

4.3.2 Player Progression – The Performance Clock

As detailed in 3.10, a virtual Performance Clock will enable coaches to create and maintain a record of the quality of the Coaching Contact Time that each player has had access to.

As a player moves from Development Centre to Academy and from Academy to his first professional contract it should be possible to clearly calculate a record of coaching and match practice across each development phase. This will enable managers, coaches, scouts and senior executives within the clubs to make better informed decisions about the genuine future potential of any player in the system.

4.3.3 Player Progression – Player Reviews

Regular measurement of the progress of each player in an Academy is an essential entitlement for each player. The detail on how the review process may be established is provided in Section 3.7 – The Multidisciplinary Approach.

4.3.4 Coaching Quality

Having created the time and space for players to practice, the appropriate use of that practice time is then critical to the successful development of players. Coaches hold the key to the effective use of the time. It is only via the delivery of high quality coaching that elite player development environments can be created. The detailed information relating to coaching quality is provided at 6.4. By measuring the quality of coaching, clubs will be better able to assess the value of the investment they are making into coaching and access time.

It is expected that each coach in the Academy System will take personal and professional responsibility for the planning, preparation, delivery, feedback and downloading/capture of each session that he/she delivers. Each session will be delivered as part of a coherent Coaching Programme which is relevant for the players under their charge.

The quality of the coaching environment may be measured by assessing some or all of the points identified below:

Measuring the Coaching Process
Graduation of players at each phase of the Performance Pathway but critically in terms of productivity into the professional game
The existence and articulation of a Football Philosophy and demonstration that this Philosophy is implemented through the coaching sessions provided at the Academy
Access to coaching for each player in line with the recommended access times for the specific category of Academy in each phase of the Performance Pathway
The coaching qualifications of each member of the coaching team ensuring that each coach is appropriately licensed to coach the specific needs of players at each phase of the Performance Pathway
Demonstration that each coach has maintained his/her licence through The FA and has had access to a personally relevant CPD programme through the club
The quality, style and content of coaching across an Academy at all age levels is measured against a club's own KPIs outlined in its Football Philosophy
Evidence of individually tailored coaching interventions for each player measured, against the player's technical, tactical, physical, social and psychological development
Evidence of team tactical and technical progression in line with a club's Football Philosophy
Evidence that each player is provided with an up to date multidisciplinary review on a six week/12 week basis combined with a forward plan with personal performance targets to the next review
The existence of an attendance register
Players' log book of training and games, annual performance targets, including cumulative record of time spent training and games played (Performance Clock)
Observation of games and coaching sessions

4.4 MEASURING THE PERFORMANCE OUTPUTS

4.4.1 Productivity Methodology

Of the ten KPIs proposed as part of the Audit Tool (Section 4.6), KPI 7 – Player Development and Progression relates most closely to the outputs of an Academy as it will measure an Academy's effectiveness in producing professional players.

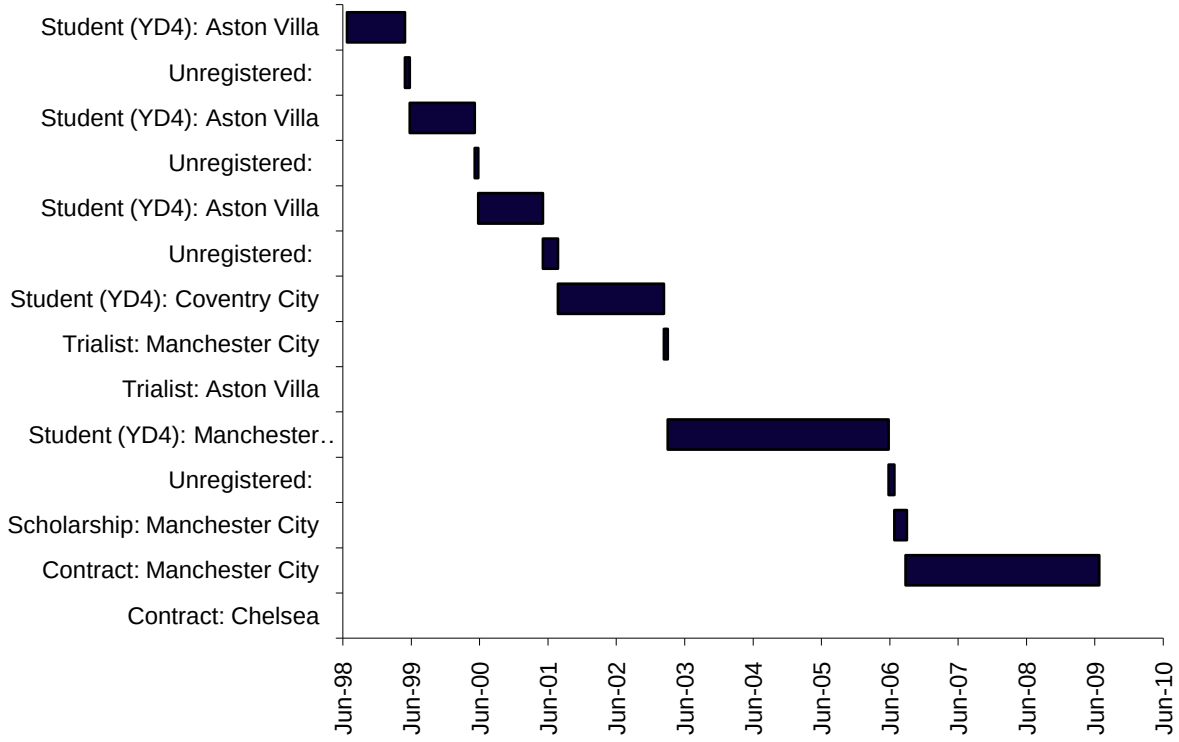
A points-based system has been developed which accurately measures the development journey of every professional player (developed through an Academy or Centre of Excellence and contracted to clubs in the Premier League and Football League since Season 1998/99). Using this approach, the development profiles for over 4,000 players have now been mapped and points have been credited to all clubs which have had an input into players' development.

4.4.2 Player Chronology

A player chronology has been developed to enable clear analysis. The Football Administration System (FAS) records each player's registration history. These registrations have now been ordered in strict chronology for all players so that each player can now be identified according to where he was at any particular time during his development

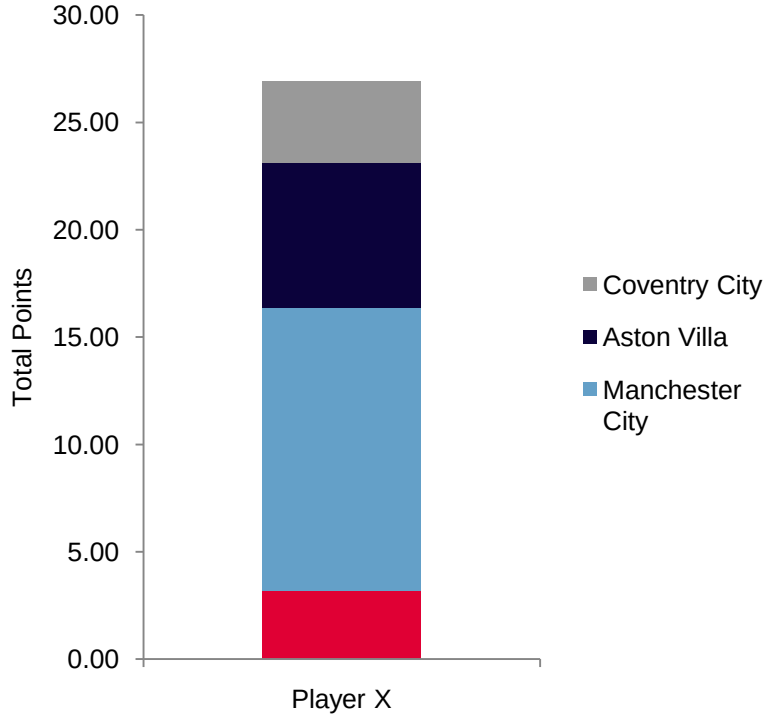
The following C**hart 1** illustrates one players development history aligned to the registration process captured through FAS

Chart 1: Player X Development History (1998 to 2009)



Using the distribution captured in **Chart 1** a points score can be established for player X. The points score illustrated in **Chart 2** demonstrates how the clubs which have shared a part in the development of player X then share in a percentage of the points that player X accrues during his professional career. If a player is developed at one club then it is self evident that all of the development points will be accrued by the one club. In the example of player X, the more games player X plays, the more production points are earned by the clubs that shared in his development.

Chart 2: Player X Productivity Score



4.4.3 Productivity Results

The analysis of Productivity has made it possible to focus the measurement of production on quality as well as the relatively more simple process of looking at volume. It has enabled the development of a model that reflects which players are achieving by playing rather than simply gaining a contract. Under this model, players who play more and at a higher level generate more points.

By crediting each point from every player back to the developing club/s, it is also possible to establish a production profile for every Academy and Centre of Excellence.

The productivity of all clubs in the PL and FL has now been calculated and mapped for each Season since 1998/99, when the Charter for Quality was introduced, so it is possible to track the development of each player and the relative productivity of each club since this date. It is also possible to use this data to provide a year-on-year productivity profile for each club or to take a periodic view of the development profile of an Academy.

A 12 year and a six year view of productivity up to Season 2009/10 for all PL and FL clubs is provided below. The results demonstrate some of the trends during the period, from club to club and across the Leagues. The data includes a ranking variation which shows the relative movement in terms of productivity over the period. The current overall ranking based upon Productivity during the last 12 and six years is also included against each club.

The profile of production for each of the Season 2010/11 Premier League clubs is presented in **Chart 3**, and to maintain confidentiality all club names have been removed from the data provided. Similarly, the profile of production for each of the current Football League Championship, Football League 1 and Football League 2 clubs is provided in **Appendix A**. The names of the clubs have also been removed to maintain confidentiality.

Chart 3: Comparison of 12 Year v Six Year Productivity Rankings for Season 2010/11 PL Clubs

Club	Productivity Ranking (92)* 1998/99 - 2003/04	Productivity Ranking (92)* 2004/05 - 2009/10	+/-
A	1	1	0
B	2	2	0
C	3	10	(7)
D	4	15	(11)
E	5	7	(2)
F	8	3	5
G	11	40	(29)
H	12	8	4
I	15	14	1
J	16	6	10
K	19	13	6
L	23	25	(2)
M	28	39	(11)
N	29	60	(31)
O	34	43	(9)
P	36	28	8
Q	39	38	1
R	42	56	(14)
S	52	63	(11)
T	57	80	(23)

***** *based on the 92 Premier League and Football League clubs in Season 2010/11*

The profile for productivity over the last 12 years demonstrates that, for the Season 2010/11 PL and FL Clubs:

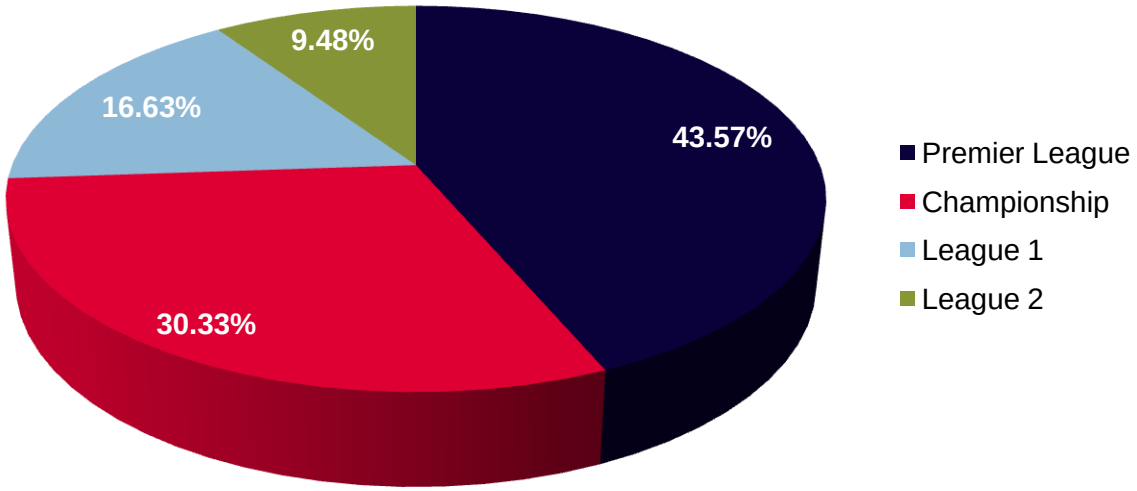
- Eight of the PL clubs feature in the top 10
- 17 of the PL clubs feature in the top 40
- Two clubs in the FL feature in the top 10
- 23 clubs in the FL feature in the top 40
- 14 of the 23 FL clubs that feature in the top 40 are former PL clubs

The profile for productivity over the last six years demonstrates that:

- Seven of the top 10 producing clubs are in the PL
- 14 of the PL clubs feature in the top 40 producing clubs
- Three clubs in the FL feature in the top 10
- 26 clubs in the FL feature in the top 40
- 14 of the 26 FL clubs that feature in the 40 top clubs are former PL clubs

Chart 4 illustrates the distribution of productivity for all professional players across the PL and each division of the FL when the total points for production in the last 12 years are allocated against each league. League membership is based upon Season 2010/11.

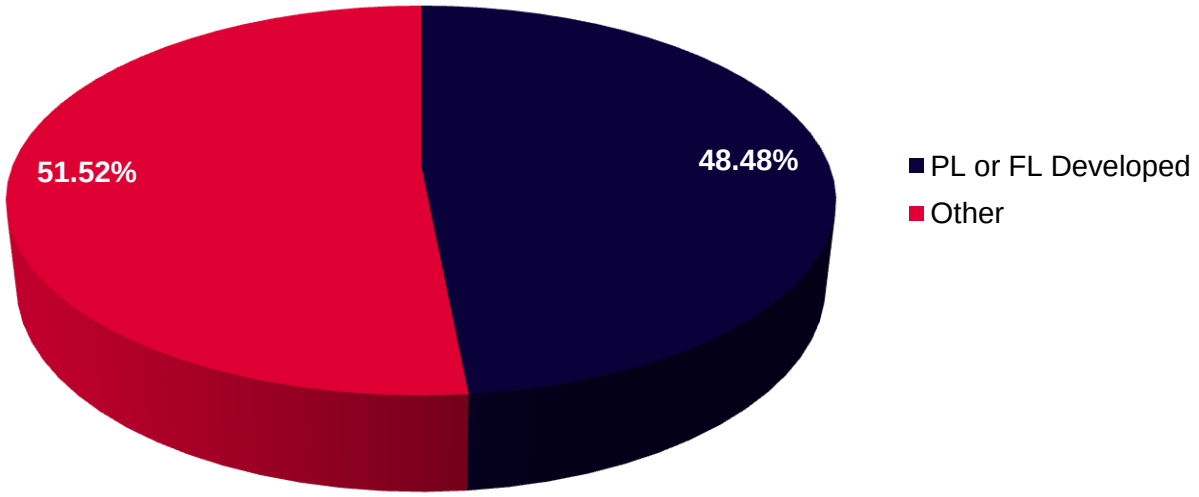
Chart 4: Distribution of Productivity points by Division



The average number of new contracts offered by the Premier League each season for the last six seasons is 330 (2004/05 – 2009/10). **Chart 5** compares the number of new contracts that have been offered to players developed through the Academy System and those players offered contracts who have not been developed through the Academy System. Of the 330 new contracts, 48.48% (160) have been developed by Academies or Centres of Excellence. 51.52% (170) have been developed from outside the English Academy System.

A key aspect of the vision for the EPPP is to produce more and better home grown players. Addressing the future success of home grown Academy graduates in capturing new contracts in the Premier League and across professional football will be a significant performance measure in assessing the success or otherwise of the proposed Modernisation Process. Reducing the reliance on non academy production and increasing the capture of contracts from 48.48% is critical to the future success of the Academy System.

Chart 5: Six Year Comparison of New Contracts (2004/05 – 2009/10) PL and FL v Other in the Premier League



4.5 THE AUDIT PROCESS

The evaluation of each Academy will take place in three steps:

Step One	A self assessment of the Academy, conducted on an annual basis on behalf of the club by the Academy Manager. The self assessment will be included in a club's application for classification.
Step Two	An annual evaluation, conducted by Club Support Managers from the Leagues working with the Academy Managers. This will be in the form of an Annual Report to the club, the Leagues and the Professional Game Board (PGB) and will provide the Leagues with a formal submission for an Academy Licence.
Step Three	The Independent Standards Organisation (ISO) will provide an Academy classification for the Board of the club, the Leagues and the PGB. All clubs in the Academy System will be independently audited in the two years following the commencement of the modernised system. Thereafter the frequency of independent audits will be extended to a minimum of one every three years. Any clubs applying for Category 1 status for Season 2012/13 will be independently audited during 2011/12.

4.6 THE AUDIT TOOL

It is proposed that the performance of all Academies will be evaluated via an in depth assessment of 10 KPIs.

Each Academy Manager will receive an online Audit Tool which will enable him/her to provide the necessary information/evidence to demonstrate how the Academy addresses the challenges of each of the KPIs.

An online Helpdesk will be provided for all Academy Managers to support them in the delivery of Step One, the self assessment. Each club will also have an identified Club Support Manager whose principle role will be to provide support and assistance to the Academy Manager and his/her team at each club. The Club Support Manager will work with the Academy Manager to ensure that Step Two of the audit process is completed.

The ISO will provide an independent audit of all clubs in the Academy System in the first two years following the commencement of the Modernised System in Season 2012/13. Once all clubs have been assessed for the first time, the minimum frequency of ISO audits will be extended to one every three years.

The Audit Tool

4.7 COMPARATIVE ANALYSIS

4.7.1 National Comparisons

The creation of nationally consistent measurement of the processes and outputs of each Academy via the implementation of the Audit Process will make it possible to measure the relative success of each Academy and of all players in the system. For this approach to succeed it will require staff in the clubs to work together with the Leagues and the FA to agree shared formats for comparison. It will be essential to develop these protocols in such a way that they can be communicated to all clubs whilst protecting the individual competitive advantage that each club seeks to establish in the preparation and development of players.

Agreement regarding the scope of the comparative analysis will need to be determined during Season 2011/12.

4.7.2 International Comparisons

The Academy System aims to compete effectively with competing youth systems around the world, it is therefore essential that a number of international models are analysed so that the English system can be effectively benchmarked against international competition. This approach will provide clubs with an international perspective of the relative success of the Academy System. A reliable method for creating comparative analysis will be developed by the ISO once appointed.

4.8 REQUIREMENTS - EFFECTIVE MEASUREMENT

1. **An Independent Standards Organisation (ISO) will be appointed in Season 2011/12. Its role will be to measure and audit the effectiveness of the overall Academy System**
2. **The ISO will evaluate each Academy via the in depth assessment of 10 Key Performance Indicators (KPIs)**
3. **An online Audit Tool will be developed. The Audit Tool will be shared with all Academies during Season 2011/12. The Audit Process will commence in Season 2012/13**
4. **Each club will be provided with an analysis of productivity on an annual basis, this information will be benchmarked. The first club productivity reports will be provided during Season 2011/12**
5. **The FA, working with the PL and the FL, will implement a system of licensing for coaches in the Academy System**
6. **The new FA Youth Awards, designed specifically for specialist coaches working in the three phases of the Performance Pathway will provide a bespoke coach education curriculum for coaches working in the Academy System. The FA Youth Awards will be fully implemented in Season 2012/13**
7. **Each Academy will implement an in house CPD programme for each licensed coach at the Academy**

5. THE NEW CLASSIFICATION SYSTEM

5.1 VISION AND PRINCIPLES

It is proposed that the current two tier system (Academies and Centres of Excellence) will be extended and four categories of Academy will be created. The four categories will better reflect the full scope of the Academy System. The new classifications will also reflect the ambition to extend the elite environment founded under the Charter for Quality.

The new Classification System is designed so that each club can make its own strategic decisions as to its investment priorities and work towards a classification which is relevant and sustainable.

As detailed in section 4.3.4 Coaching Quality, an Independent Standards Organisation (ISO) will be appointed to measure the effectiveness of the coaching process as part of the overall Academy classification.

THE NEW CLASSIFICATION SYSTEM				
Academy Classification	**Key Performance Outputs**	**Typical Total Coaching Access**	**Performance Pathway**	**Training Model**
Category 1 **The Optimum Development Model**	Demonstrate regular graduation of players into the Premier League and the wider professional game	Up to 8,500 hours	U5 to U21 Registration from U9	**Foundation Phase:** Part Time and Hybrid **Youth Development Phase:** Hybrid and Full Time **Professional Development Phase:** Full Time
Category 2 **The Development Model**	Demonstrate the ability to graduate players into the Premier League from time to time and regularly graduate players into the wider professional game.	Up to 6,600 hours	U5 to U21 Registration from U9	**Foundation Phase:** Part Time **Youth Development Phase:** Part Time and Hybrid **Professional Development Phase:** Full Time
Category 3 **Entry Level Development Model**	Demonstrate regular graduation of players into the professional game and develop players capable of progression into Cat 2 and 1 Academies.	Up to 3,600 hours	U5 to U21 Registration from U9	**Part Foundation Phase:** Part Time **Youth Development Phase:** Part Time **Professional Development Phase:** Full Time
Category 4 **Late Development Model**	Demonstrate the ability to graduate players into the professional game.	Up to 3,200 hours	U17 to U21 Registration from U17	**Professional Development Phase:** Full Time

5.2 IMPLEMENTING CLASSIFICATION

5.2.1 Timeline

The proposed timeline for the implementation of the modernised system is based upon two stages:

Stage One	Begins on 1 July 2011. The intention is to use Stage One (Season 2011/12) to move the Modernisation Process from the consultation process to begin implementing the agreed changes to the Academy System. Throughout Season 2011/12, clubs will have the opportunity to 'dry run' and test the proposed new systems and prepare the club for submission of the Academy for categorisation.
Stage Two	Commences on 1 July 2012. Establish the modernised system as fully operational. Implementation of new Rules and Regulations. The revised Games Programme will begin Season 2012/13 and agreed initial categorisation of each Academy subject to full independent audit will be in place. All proposed Category 1 Academies will have received a preliminary ISO audit to confirm their status. All Category 2, 3 and 4 Academies will be subject to full ISO audit during Stage Two. The revised Education Programmes will be formally launched in September 2012. The FA Youth Awards will be introduced

5.2.2 Disseminating the Analysis of Productivity

The productivity analysis that has already been developed has been organised into a club report providing club-specific information and benchmarked analysis against all clubs in the Academy System. Club reports will be disseminated through the CSMs to every Academy and Centre of Excellence from July 2011 as part of Stage One.

5.2.3 Establishing the ISO

The formal appointment of the ISO will take place in Stage One. Initial deployment of ISO staff into the Academy System will take place and those clubs that aspire to begin Stage Two (Season 2012/13) as Category 1 Academies will receive a preliminary ISO audit to confirm their status.

5.2.4 Testing the Audit Tool

Club Support Managers will need to develop their own understanding of the new operational systems and Academy Managers will also require specific training opportunities to develop their own understanding of the new Audit Tool. The Audit Tool will be tested at selected clubs throughout the first stage to ensure that it is working effectively. A programme of training will be implemented by the leagues to ensure that all Academy staff are fully conversant with the new system.

5.2.5 Building the Performance Management Tool

An online Performance Management Tool available to all Academies will be developed during the first stage of the implementation process. The aim is to provide a fully operational management tool for August 2012. The management tool will be piloted in a number of clubs during the 2011/12 Season. Establishing this online capability will be critical to the implementation of the Player Performance Clock which will provide the in depth record of achievement for each player in the system.

5.2.6 Coach Education

The establishment of bespoke Coach Education qualifications for coaching staff working in the three phases of the Performance Pathway will be developed by The FA during Stage One of the implementation process. The new curriculum will be available to all Academies at commencement of Stage Two.

6. COACHING

6.1 THE COACHING PROGRAMME

The Coaching Programme will drive all aspects of the work of the Academy. It is through the Coaching Programme that the Academy will achieve its primary aim of producing more and better Home Grown Players for the first team. The shape, scope and potential of the Coaching Programme will be determined by three key factors:

1. Access to Coaching

2. Coaching Quality

3. Coach Education

6.2 ACCESS TO COACHING

Research on gifted and talented practitioners in sport and other environments has acknowledged the correlation between frequency of deliberate practice and the achievement of expertise. The notion of 10,000 hours of practice being required to develop expertise is now widely understood and accepted as a valid model from which to gauge the progression of potential elite players.

The volume of access to coaching that Academies are able to provide will differ according to the category of Academy but access to high quality coaching should be consistent across the system.

6.2.1 Current Coaching Hours

From 1998, minimum contact hours for players at Academies or Centres of Excellence were established as a player's entitlement on entry into the youth system and are defined below.

CHARTER FOR QUALITY	9 – 11 (yrs)	12 – 16 (yrs)	17 – 21 (yrs)	TOTAL HOURS
Academy	**3 hrs per week**	**5 hrs per week**	**12 hrs per week**	**3,760**
Centre of Excellence	**3 hrs per week**	**3 hrs per week**	**12 hrs per week**	**3,360**

Through the evidence that has been gathered in terms of contact time for coaching, boys in the English Academy system are provided with significantly fewer opportunities for coaching and practice than gifted young people in other activities and other sports in the UK.

In gathering the information from other domains it is apparent that the specific challenges of developing footballers differs from the challenges of other endeavours. The comparative data does demonstrate that the minimum entitlement for players in the Academies and Centres is significantly lower than the access that practitioners in other domains would expect to receive. Many Academies have independently recognised this issue and have taken steps to ensure that access to coaching is significantly enhanced. A number of Academies are now delivering up to twice as much access to coaching than was originally proposed in 1998.

6.2.2 Comparative Study of UK Elite Youth Environments

(showing contact time per week, based on 40 week Season, figures accurate as supplied)

SPORT/DISCIPLINE	9-11 (yrs)	12-16 (yrs)	17-21 (yrs)	TOTAL HOURS
Yehudi Menuhin Music School (10,000 + with FT)	7 hours	20 hours	30 hours	10,840
THE ROYAL BALLET SCHOOL	N/A	25 hours	25 hours	10,000
BRITISH CYCLING	N/A	10 hours	Up to 40 hours	10,000
BRITISH Swimming	3 hours	15 hours	25 hours	8,360
BRITISH TENNIS | LTA	8 hours	12 – 18 hours	19 – 21 hours	8,160
ECB	3 hours	6 – 18 hours	20 hours	6,760
Charter for Quality	3 hours	5 hours	12 hours	3,760

When analysing the contact time for players being coached in competing European clubs, the data shows that players in European clubs can receive up to twice as much formal coaching and practice than players in the English system. As a result, when English clubs come to make decisions to offer scholarships or contracts, English boys will typically have had significantly less opportunity to practice. Unless clubs have taken local action to enhance their programmes, these players are placed at a distinct disadvantage to their European counterparts.

6.2.3 Comparative European Football Study

(showing coaching contact time per week based on 40 week Season, figures accurate as supplied)

	9-11 (yrs)	12-16 (yrs)	17-21 (yrs)	TOTAL HOURS
Holland ('typical' club)	4.5 hours	10-12 hours	16 hours	5,940
France ('typical' club)	4.5 hours	10 hours	16 hours	5,740
Spain ('typical' club)	3-5 hours	6 hours	16 hours	4,880
Charter for Quality	3 hours	5 hours	12 hours	3,760

6.3 PROPOSED COACHING HOURS

The EPPP proposes an incremental increase in access to coaching across each phase of the Performance Pathway and in each category of Academy. The introduction of four categories recognises that not all Academies will choose or be able to extend access to the optimum time proposed for the Category 1 Academy. The incremental rise in access to coaching in all categories of Academy will ensure that all clubs will be able to build upon the mandatory access first required through the Charter for Quality.

The improved access to coaching will enable individual clubs and the system as a whole to compete more effectively in the production of players

Proposed coaching hours showing approximate coaching hours per week, based on a 40 week programme

PROPOSED EPPP	U5 to U11	U12 to U16	U17 to U21	TOTAL HOURS
Category 1*	**4 rising to 8**	**12 rising to 16**	**16**	**Up to 8,500**
Category 2*	**3 rising to 5**	**6 rising to 12**	**16**	**Up to 6,600**
Category 3	**3**	**6**	**12**	**Up to 3,600**
Category 4	**n/a**	**n/a**	**16**	**Up to 3,200**

* Switches to a 46 week programme from U15

6.3.1 Coaching Contact Time

The proposed increase in access to coaching will present a number of challenges to coaches, support staff, parents and players. Simply increasing the volume of coaching will not in itself bring about the improvements in productivity that are sought through the EPPP. The proposed increases in access to coaching will need to be fed into the Coaching Programme incrementally over time across the Performance Pathway to avoid injuries and burnout.

Players will need to be provided with adequate rest between sessions and the Academies will need to ensure that players can retain a balance between the requirements of the coaching programme and the rest of their lives. Simply extending evening coaching sessions in order to meet an increased access target will probably be self defeating in terms of player development and progression. In order to mitigate against this, a Core Coaching Time has been defined.

6.3.2 Core Coaching Time

The Core Coaching Time is the time between 9am and 5pm. Academies will be required to build into their Performance Plans simple mechanisms to ensure that as the volume of access to coaching increases, so the access to coaching during the Core Coaching Time will also increase. This will give players adequate time to rest between sessions.

Three Training Models are proposed to meet the variable requirements for access to coaching across the Performance Pathway and from Category 1 to 4.

6.3.3 Part Time Training Model

The Part Time Model is a programme which provides weekly training sessions outside the Core Coaching Time. This model will deliver training to players typically during evenings and weekends.

6.3.4 Hybrid Training Model

The Hybrid Training Model provides a mixture of part time training (outside the Core Coaching Time) and daytime training (inside the Core Coaching Time). This model may require clubs to negotiate special arrangements to release players from school. This approach already exists in many Academies.

The Hybrid Training Model will deliver training to players during evenings and weekends but day release initiatives from School for Youth Development Players U12 to U16 will enable Academy Managers to flex the Coaching Programme to gain more access time.

It is envisaged that the Hybrid Training Model will create coaching access during the Core Coaching Time which may require compensatory interventions via the Education Programme to ensure that the players schooling is not detrimentally affected.

6.3.5 Full Time Training Model

The Full Time Training Model will be utilized in the Youth Development and the Professional Development Phases. This training model will enable clubs to provide daily contact typically of four hours or two sessions per day. Access will be delivered principally inside the Core Coaching Time.

The adoption of the Full Time Training Model in the Youth Development Phase presents a number of specific challenges for Academies in terms of ensuring that a coherent Education Programme is retained (recommendations as to how Academies may meet this challenge in the Youth Development Phase are provided in Section 7 - Education).

6.3.6 Training Model Utilisation

Foundation Phase	Part Time Training Model	Hybrid Training Model	Full Time Training Model
Category 1	✓	✓	n/a
Category 2	✓	n/a	n/a
Category 3	✓	n/a	n/a
Category 4	n/a	n/a	n/a

Youth Development Phase	Part Time Training Model	Hybrid Training Model	Full Time Training Model
Category 1	n/a	✓	✓
Category 2	✓	✓	n/a
Category 3	✓	n/a	n/a
Category 4	n/a	n/a	n/a

Professional Development Phase	Part Time Training Model	Hybrid Training Model	Full Time Training Model
Category 1	n/a	n/a	✓
Category 2	n/a	n/a	✓
Category 3	n/a	n/a	✓
Category 4	n/a	n/a	✓

6.4 COACHING QUALITY

Ensuring that the quality of the coaching environment is world leading is part of the vision for Youth Development in England. The EPPP is largely conceived to support this outcome, for it is through the development of a world leading youth coaching fraternity that the world's leading footballers will be produced.

Each Academy will design its Coaching Programme according to the Football Philosophy of the club but there will be similarities in the content of each Coaching Programme across the Academy System.

Academy Managers and their coaches will be responsible for:

A curriculum that reflects the club's Football Philosophy
The specific content of each club's Coaching Programme
Managing the effective delivery of the Coaching Programme
Capturing the content of the Coaching Programme to best effect
Demonstrating the effective use of time
Maintaining the coach to player ratios
Overall management of player progression
Productivity

Coaches are required to be appropriately qualified and their licence must be maintained and up to date as a prerequisite for all coaches working in the Academy System at all clubs. The FA will provide a pivotal role in the delivery of the Coach Education provision and the subsequent licence maintenance courses for all coaches.

The quality of a coaching environment will be measured in the first instance by ensuring that all coaches are appropriately qualified and are also provided with the necessary support to maintain their licence to coach.

The quality of the coaching environment can also be determined by measuring the coaching process and its consistency with the stated Football Philosophy in the club. The coach to player ratios at each club will also provide an indicator of the quality of coaching. Access time created for deliberate practice will also be a useful indicator of the type of coaching environment that is created.

Measuring the programme of CPD that is provided for each coach will be the responsibility of the club. Evidence of a strong CPD programme will help to define each Academy's commitment to the long term development of the coaching workforce.

The quality of the coaching environment can also be measured by the graduation rates at each phase of the Performance Pathway leading to a professional contract. Ultimately, coaching quality can be gauged by the overall productivity of the Academy.

6.5 COACH EDUCATION

Whilst the club has primary responsibility for the day-to-day development of the coaches in their employment, The FA will work with the Premier League and Football League to ensure that all coaches are appropriately licensed to work in the Academy System.

The delivery of new Youth Awards by The FA will form the basis of the licence to coach. Specific Coach Education courses designed to support coaches employed in the Foundation, Youth Development and Professional Development Phases will be available to coaches for the start of Season 2012/13.

The FA will work with the Leagues to ensure that the coaches in the clubs are able to retain a current licence. Maintenance of a current licence and demonstrating recent and relevant professional experience will be required by the Leagues and the ISO when monitoring and classifying an Academy. As the new Youth Awards are introduced, The FA will require all coaches to attend up to 16 hours of in-service training every three years to ensure that the licence is maintained and up to date. The ISO will monitor the process of licence maintenance as part of the classification process.

Through monitoring responsibilities, the Leagues will work with the Academy Managers to ensure that ongoing Continual Professional Development (CPD) opportunities are created for all coaches. Clubs may choose to deliver their own bespoke in house CPD but, where clubs do not have the resources to do this, The FA and other partners may be invited to provide this service. The CPD programme is conceived as being club-led and club-specific (there are no upper or minimum time recommendations, however, evidence that this programme is being effectively delivered to all coaches will form part of the Audit Process).

The CPD programme is distinct from the in-service training provision which is a mandatory requirement providing staff with The FA's Licence to coach.

The PFA will continue to provide the Coach Education provision for players in the Academy system. The current provision will be significantly extended to ensure that more Academy players graduate either with the UEFA B award or with age specific qualifications licensing them as qualified coaches. The Coach Education provision to Academy players has been identified as a key aspect of the holistic education to players in the system.

6.5.1 Category 1 Coach Education

For the Category 1 Academy, each Academy Manager will be required to lead the CPD of the coaching staff. The CPD provision will be delivered at the club's discretion but it will ensure that all coaching staff remain up to date in terms of their licence and are fully engaged and conversant with their club's Football Philosophy.

Category 1 Academies will be required to either provide a full time Coach Developer as part of the Academy Management Team or to demonstrate a dedicated resource which is systematically available to the coaching staff in the Academy. Where an Academy chooses to appoint a dedicated Coach Developer, he/she will report to the Academy Manager. It will be the Coach Developer's responsibility to design and deliver a club based CPD programme for all full time and part time coaches employed within the Academy. The Coach Developer will promote the development of coaching which reflects the Football Philosophy of the club. It is assumed that a coherent Coach Education strategy will feature as part of the Academy Performance Plan. Measurement of the club-based Coach Education provision will form part of each coach's appraisal and will be reported through the Classification Process.

6.5.2 Category 2, 3 and 4 Coach Education

For Category 2, 3 and 4 Academies, each Academy Manager will be required to provide strategic leadership in terms of CPD for coaches in the Academy. Where clubs do not have dedicated resource or embedded Coach Developers, the Category 2, 3 and 4 Academies will need to draw more heavily upon external agencies to help support its CPD programme.

The FA has already established a successful CPD programme and may wish to expand this provision. Where Academies do not have the in-house capability to deliver a bespoke CPD programme which reflects the club's Football Philosophy then The FA provision is recommended.

6.6 COACHING IN THE FOUNDATION PHASE (U5 to U11)

Access to Coaching	U5 to U11
Category 1	**4 rising to 8 hours per week**
Category 2	**3 rising to 5 hours per week**
Category 3	**3 hours per week**
Category 4	**n/a**

The Foundation Phase is characterised by the development of individual technical skills and a specific focus on mastery of the ball. The most successful Academies also emphasise, above all else, that boys in their care learn to love the game and have fun in the process. The Games Programme in this phase is small sided.

This phase of a child's development has been referred to by developers as the 'golden learning years' yet much of the important development work has traditionally taken place outside the Academy structure.

The Foundation Phase has been identified as U5 to U11. Whilst significant differences may exist in the maturation and skill development of boys at the beginning and end of this phase, there is a relatively natural transition that takes place at age 11 for most boys via the national education system. It is anticipated that with the closer integration of the Development Centres with the Academy that clubs and coaches will be better able to manage the scope of the development process in this phase

New Rules and Regulations will be required to bring the Development Centres more formally inside the ambit of the Academy System. It is essential that the Rules and Regulations ensure that the health, safety and welfare of the children in the Development Centres are given an absolute priority.

Proposed access to coaching in the Foundation Phase is increased for Category 1 and Category 2 Academies with the biggest increase being the Category 1 contact time moving from a minimum of four hours per week to eight hours per week during the phase. The recommendation is that a minimum of four of the eight hours per week should be achieved within the Core Coaching Time (9am to 5pm).

Achieving this level of contact time for the Category 1 Academy will require a new flexibility in terms of the development of the coaching curriculum. Flexing the season to take account of the summer months may be one solution. Establishing new and flexible relationships with schools may provide another and clubs may choose to adopt aspects of both in order to build up the contact time.

Examples across Europe have shown how clubs have been able to successfully create curriculum-based football coaching in junior schools for talent identified children registered with a professional club. Exploring how these types of innovations might be achieved via gifted and talented programmes in the English Academy system may also be considered by clubs.

For Category 2 Academies, the increase from three to five hours of contact time per week will similarly require the Academy to address how it will achieve the additional two hours per week. The expectation is that Category 2 Academies will extend the additional two hours per week of access within the Core Coaching Time rather than extending the access to coaching by increasing evening coaching sessions.

Category 3 Academies will be required to maintain a minimum access to coaching of three hours per week but will be encouraged to explore opportunities to increase access to

coaching beyond the minimum wherever possible and ideally within the Core Coaching Time.

The specific focus on mastery of the ball in the Foundation Phase has led innovative Academies to employ age/phase specialist coaches. With the proposed increases in access and the intended move to more daytime coaching, Category 1 and 2 Academies will need to employ age/phase specialist coaches on a full time basis. There are currently only 28 full time coaches employed in the Premier League with a specific remit to work in the Foundation Phase.

The recommendation is that a minimum of two full time Foundation Phase specialist coaches be employed at each Category 1 Academy and that a coach to player ratio of 1:10 is maintained throughout the Coaching Programme. A minimum of one full time Coach should be employed to lead the Foundation Phase Coaching Programme in a Category 2 Academy. There will be no mandatory requirement for Category 3 Academies to commit to the employment of full time specialist coaches for the Foundation Phase but the ratio of 1:10 will be required for all coaching sessions.

6.7 COACHING IN THE YOUTH DEVELOPMENT PHASE (U12 to U16)

Access to Coaching	U12 to U16
Category 1	**12 rising to 16 hours per week**
Category 2	**6 rising to 12 hours per week**
Category 3	**6 hours per week**
Category 4	**n/a**

The Youth Development Phase of the Performance Pathway runs from U12 to U16. In this phase the Coaching Programme increases significantly in terms of the intensity of practice, frequency of games and the amount of time players spend with coaches at the club. The Games Programme becomes 11 v 11 played on age appropriate pitches. The phase is characterised by players learning to play in the team. Coaches are required to manage competition to ensure that development is not stifled in the narrow pursuit of winning at all costs. The programme begins to develop players with greater tactical awareness and understanding of the game.

Youth Development Phase coaches need to have an expert understanding of the variable maturation rates of boys reaching puberty. The Coaching Programme must be suitable to the relatively wide range of mental and physical development amongst the squad. To this end the coach must ensure that, where possible, the Coaching Programme is individually tailored to the specific needs of the player and balances individual development and positional understanding with teamwork.

Access to coaching is increased for Category 1, 2 and 3 Academies compared to previous requirements of the Charter for Quality. The most significant changes are proposed for players at Category 1 Academies where contact time is increased to a minimum of 12 hours per week rising to 16 hours per week during the phase. The coach to player ratio at this stage for players in the full time Coaching Programme should be 1:8. This represents a threefold increase in contact time over and above what is currently prescribed. Achieving this level of increased contact time for the Category 1 Academies will require a new approach to the coaching, education and social support for players. Building new relationships with schools will be critical and there are a number of approaches to the delivery of the Education Programme (detailed in Section 7) that clubs may choose.

For Category 1 Academies, extending access to players in the Youth Development Phase will enable Academy Managers to innovate with the Coaching Programme in ways which were previously not possible. Category 1 Academies will be entitled to utilise the Full Time Training Model from U15 and will be entitled to recruit nationally at this stage of the Performance Pathway from Season 2012/13. The opportunity to recruit nationally will be restricted to Category 1 Academies and these clubs will need to achieve Category 1 status

through the classification process. The intention is to extend national recruitment to U12 by Season 2014/15.

Category 2 Academies will need to be able to adopt the Hybrid Training Model. This approach incorporates the use of day release from school and is already widely used by the most innovative Academies. This is a tried and tested approach which will enable Category 2 Academies to meet most of the minimum hours required for Youth Development Phase.

Significantly extending access to evening coaching is not regarded as a viable solution for Category 1 and Category 2 players in this phase. Intensifying weekend coaching and flexing the season to make better use of the summer months are reasonable strategies that Academies may wish to adopt in meeting some of the increased requirement for access to coaching. It is assumed that flexing the programme in this way will compliment the day release programme rather than be used as an alternative to it.

Category 3 Academies will be required to provide a minimum of six hours per week of access to coaching. Category 3 Academies will be able to maintain the Part Time Training Model in order to meet this expectation, providing principle access to coaching at evenings and weekends.

6.8 COACHING IN THE PROFESSIONAL DEVELOPMENT PHASE (U17 to U21)

Access to Coaching	U17 to U21
Category 1	**Up to 16 hours per week**
Category 2	**Up to 16 hours per week**
Category 3	**Up to 12 hours per week**
Category 4	**Up to 16 hours per week**

The Professional Development Phase is characterised as ‘Learning to Win’. In this phase there may initially be an increase in the volume and intensity of training. The increasing focus and importance of the Games Programme and the need to provide appropriate rest and recovery between competitions may mean that the and overall access to coaching may actually reduce compared to the access that may be achieved in the Youth Development Phase.

The Games Programme has a critical role to play in each phase of the Pathway but in the Professional Development Phase it is success in the Games Programme that will be key to a player’s future achievement. During this phase it is imperative that players learn how to win and develop strategies for coping with pressure. The Games Programme must be competitive and the environment should at times be hostile. Players in this phase must be exposed to increasingly challenging situations on the pitch and they need to develop strategies to deal with adversity, manage loss and learn how to win.

In this phase, winning has to matter and age/phase specialist coaches need to be able to merge the need to learn how to win with the continued need to develop the player technically and tactically. The coaches must be expert in identifying the variable levels of maturity in this group and be able to build a flexible Coaching Programme that ensures players are equipped with the widest range of strategies for dealing with the challenges of the professional game. Ultimately, Professional Development coaches will be skilled at transitioning Academy players into young professionals contracted to the club and prepared for first team football.

All clubs will be required to appoint a Senior Professional Development Coach and two Professional Development Coaches as full time members of staff. The role of the Senior Professional Development Coach will be to manage the squad of players who are retained by the club beyond the scholarship programme. This group of players, typically aged 19 to 21, are those who predominantly compete in Reserve team football (details of this role can be found at 12.2.3). The Professional Development Coaches will have responsibility for coaching and developing all players in the Professional Development Phase.

6.9 THE COACHING PROGRAMME - SUMMARY TABLES

6.9.1 Category 1: Coaching Programme Summary Table

Development Phase	Football Curriculum	Model	Staffing	Coaching Access	Coach Education	Reports/reviews	Recruitment and Registration
Foundation U5 to U11	Mastery of the Ball Learning to love the game Small Sided Games	Part time moving to Hybrid U9 – U11	2 Full time Foundation Coaches 1:10 coach to player ratio	4 rising to 8 hours per week	Academy Manager to lead provision of CPD Full time coach developer or Equivalent resource	Multidisciplinary staff/player review every 12 weeks	Development Centre from U5 Academy Registration from U9 1hour Time/Distance
Youth Development U12 to U16	Learning to compete in the team	Hybrid U12 – U14 (2012/13) (Full time option from 2014/15)	2 Full time Youth Development Coaches 1:10 coach to player ratio	12 rising to 16 hours per week		Multidisciplinary staff/player review every 6 weeks	Registration U12 – U14 1.5 hours Time/Distance from Season 2012/13 (National Recruitment from Season 2014/15)
	Small Sided And 11 v 11 (age appropriate pitches)	Full time U15 - U16	1:8 coach to player ratio				Registration U15 – U16 1.5 hours (National Recruitment from Season 2012/13)
Professional Development U17 to U21	Learning to win 11 v 11 Highly Competitive Professional Rehearsal	Full time U16 - U18 First Contract U19 – U21	2 Full time Professional Development Coaches Plus additional part time coaches 1:8 coach to player ratio	16 hours per week			Registration U17 – U21 National Recruitment

6.9.2 Category 2: Coaching Programme Summary Table

Development Phase	Football Curriculum	Model	Staffing	Coaching Access	Coach Education	Reports/reviews	Recruitment and Registration
Foundation U5 to U11	Mastery of the Ball Learning to love the game Small Sided Games	Part time	Minimum 1 Full time Foundation Lead Coach 1:10 coach to player ratio	3 rising to 5 hours per week	External agencies to help support CPD programme	Multidisciplinary staff/player review every 12 weeks	Development Centre from U5 Academy Registration from U9 1 hour Time/Distance
Youth Development U12 to U16	Learning to compete in the team	Part time U12 – U14	2 Full time Youth Development Coaches 1:10 coach to player ratio	6 rising to 12 hours per week		Multidisciplinary staff/player review every 6 weeks	Registration U12 – U14 1.5 hours Time/Distance
	Small Sided And 11 v 11 (age appropriate pitches)	Hybrid U15 - U16					Registration U15 – U16 1.5 hours Time/Distance
Professional Development U17 to U21	Learning to win 11 v 11 Highly Competitive Professional Rehearsal	Full time U16 -U18	2 Full time Professional Development Coaches Plus additional part time coaches 1:10 coach to player ratio	16 hours per week			Registration U17 – U21 National Recruitment

6.9.3 Category 3: Coaching Programme Summary Table

Development Phase	Football Curriculum	Model	Staffing	Coaching Access	Coach Education	Reports/reviews	Recruitment and Registration
Foundation U5 to U11	Mastery of the Ball Learning to love the game Small Sided Games	Part time U9 – U11	Part time Foundation coaches 1:10 coach to player ratio	3 hours per week	External agencies to help support CPD programme	Multidisciplinary staff/player review every 12 weeks	Development Centre from U5 Academy Registration from U9 1 hour Time/Distance
Youth Development U12 to U16	Learning to compete in the team Small Sided And 11 v 11 (age appropriate pitches)	Part time U12 – U16	Minimum 1 Full time Youth Development Coach 1:10 coach to player ratio	6 hours per week		Multidisciplinary staff/player review every 6 weeks	Registration U12 – U16 1.5 hours Time/Distance
Professional Development U17 to U21	Learning to win 11 v 11 Highly Competitive Professional Rehearsal	Full time U16 -U18	2 Full time Professional Development Coaches Plus additional part time coaches 1:10 coach to player ratio	12 hours per week			Registration U17 – U21 National Recruitment

6.9.4 Category 4: Coaching Programme Summary Table

Development Phase	Football Curriculum	Model	Staffing	Coaching Access	Coach Education	Reports/reviews	Recruitment and Registration
Foundation U5 to U11	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Youth Development U12 to U16	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Professional Development U17 to U21	Learning to win 11 v 11 Highly Competitive Professional Rehearsal	Full time U16 -U18	2 Full time Professional Development Coaches Plus additional part time coaches 1:10 coach to player ratio	16 hours per week	External agencies to help support CPD programme	Multidisciplinary staff/player review every 6 weeks	Registration U17 – U21 National Recruitment

6.10 REQUIREMENTS - COACHING

1. **The League will establish three Specialist Advisory Groups to provide further consideration of the Academy Coaching Programme in each of the Foundation, Youth Development and Professional Development phases of the Performance Pathway. The FA, the FL and other stakeholders (PFA, LMA, PCFA) will be invited to work with these groups during Season 2011/12**

Access to Coaching

2. **Access to coaching should meet the minimum recommended times across each Phase according to the Category of Academy**
3. **Access to coaching will be measured via the Audit Process**

Coaching Quality

4. **The FA will provide new Youth Coaching Awards**
5. **The new Coach Education courses will be designed to support coaches employed in the Foundation, Youth Development and Professional Development Phases and will be available to coaches from the start of Season 2012/13**
6. **Coaches working in the Academy System will be required to maintain a current licence**
7. **Coaches will be required to attend up to 16 hours of in-service training every three years to ensure that the licence is maintained and up to date**
8. **The maintenance of coaching licences will be monitored as part of the Classification Process**
9. **In addition to the mandatory 16 hours of in-service training required to maintain the coaching licence, each Academy will provide ongoing in-house or external CPD opportunities for all coaches in line with the clubs own Football Philosophy**

Coach Education

10. **The new FA Youth Awards will be adopted as a prerequisite to employment of Academy coaches, where these awards are appropriate to the role**
11. **The Leagues and The FA will establish one national database providing updated information relating to the coach licenses of all coaches working in the Academy System. The national database to be established in Season 2012/13**
12. **The FA will provide mandatory in service training of 16 hours every three years for all licenced coaches in the Academy System**
13. **All Academies will be required to demonstrate that each Coach has access to an individual CPD programme**

Foundation Phase (U5 to U11)

14. **All Development Centres will be monitored as an integral and fully regulated part of the Academy**
15. **Specific Rules and Regulations for the management and administration of the Development Centres will be included in the revised Rules and Regulations**
16. **Each Category 1 Academy will typically be required to create up to eight hours of coaching per week of which four hours will be provided during the Core Coaching Time**

17. **Each Category 1 and 2 Academy will need to demonstrate the full time employment of a minimum of two age/phase specialist coaches on the Academy staff in the Foundation Phase.**
18. **Each Category 2 Academy will typically be required to create up to five hours of coaching per week of which up to two hours of coaching will be provided during the Core Coaching Time**
19. **Each Category 3 Academy will typically be required to create up to three hours of coaching per week**

Youth Development Phase (U12 to U16)

20. **Each Category 1 Academy will be required to develop a Full Time Training Model for the Coaching Programme in this phase**
21. **Each Category 1 Academy will be required to adopt a new approach to the Education Programme to support the delivery of full time training**
22. **Category 1 Academy players accessing full time training will be required to live within close proximity of the principle training facilities during the season**
23. **Each Category 1 Academy will be entitled to recruit nationally onto the full time programme at U15 from Season 2012/13 and from U12 from Season 2014/15**
24. **Each Category 2 Academy will be required to develop a Hybrid Coaching Programme in this phase**
25. **Each Category 3 Academy will be required to develop a Part Time Coaching Programme in this phase**

Professional Development Phase (U17 to U21)

26. **Category 1, 2 and 4 Academies will be required to increase access to coaching to 16 hrs per week for all players in this phase**
27. **Category 3 Academies will be required to increase access to coaching to 12 hours per week in this phase**
28. **The appointment of dedicated Professional Development Coaches will be required in each Academy in this phase**
29. **The appointment of a Senior Professional Development Coach as a specialist appointment to work with players who are transitioning from the Academy to the professional game will be required for each club**

7. EDUCATION

The EPPP vision refers to the development of talented players who have the capacity to be independent decision makers, the Education Programme can make a significant contribution to the development of players with these attributes.

It is envisaged that the Education Programme will be fully integrated into the Coaching Programme to work effectively within the Multidisciplinary Approach. The education provision will need to allow for flexibility and provide support so that players can achieve their full potential both in and outside of the game.

The Education Programme should strive towards academic excellence. It should include both formal and informal education which reinforces the expectations of the Academy in relation to behaviour, standards, lifestyle and holistic development.

7.1 ACADEMIC LEADERSHIP

To facilitate the Education Programme, all Academies will be expected to employ a Head of Education. It is assumed that the Head of Education will report to the Academy Manager and lead the Education Programme.

The Head of Education would normally be a member of the Academy Management Team and he/she will have primary responsibility for the educational progression of all players in the Academy. He/she will also have responsibility for ensuring that the Education Programme reflects the specific requirements of the club expressed through the Football Philosophy and Academy Performance Plan.

Ideally (and mandatorily in the case of Category 1 and 2 Academies), the Head of Education will be a qualified teacher with recent and relevant experience. Category 3 and 4 Academies may choose to designate a member of staff who possesses either a teaching qualification or further education teaching qualification. This post may be combined with other responsibilities within the Academy. The Education Programme will reflect national standards and be sensitive to changes within the national education system.

7.2 COMMUNICATION

All Academies should provide effective communication with the players, their school and the parents/guardians. Formal reports will need to be provided to both the school and parents, demonstrating educational progression. The frequency of these will be dependent on the Category of the Academy and, as part of the classification process, evidence will be required that this has taken place. It will be the responsibility of the Head of Education to facilitate this process.

Individual player reviews, which reflect the Multidisciplinary Approach, will be required every six or 12 weeks depending on a player's age and the classification of the Academy. The education review process will, where possible, be integrated with the player reviews that are proposed as part of a player's Performance Clock.

All Academies will be required to provide evidence of each player's progression and graduation. A programme which supports all players onto their next step if/when they are released from the club should also be available. A comprehensive record of a player's education will be included in the Performance Clock.

7.3 DELIVERY OF THE EDUCATION PROGRAMME IN EACH PHASE OF THE PERFORMANCE PATHWAY

The Coaching Programme proposes significant increases in access time for coaching when compared to the current requirements. If these increases in Coaching Contact Time are to be achieved, a new, more flexible approach to the delivery of education will be required.

7.3.1 Education in the Foundation Phase

The Coaching Programme commences in the Foundation Phase for Category 1, 2 and 3. There is no required Coaching Contact Time for Category 4 in this phase.

It is assumed that the majority of the coaching will be delivered after school and at weekends. Flexing the season will also enable Academies to gain greater access to players. It is recommended that wherever possible and particularly in the case of Category 1 Academies where the contact time is highest, the after school sessions are established inside the Core Coaching Time and this may require some negotiation with schools and parents to establish the programme effectively. Close liaison with schools to ensure that players are managing the joint workloads is appropriate but no other specific education interventions are being proposed in this phase.

7.3.2 Education in the Youth Development Phase

The proposed changes to the Coaching Programme in the Youth Development Phase will require Heads of Education in Category 1, 2 and 3 Academies to establish new flexible solutions for the delivery of education to ensure that player's educational progression is not detrimentally effected.

Category 3 Academies will maintain a Part Time Coaching Model and therefore the majority of access to coaching will take place outside of the school day. Category 3 Academies will not need to develop a bespoke education solution but they will need to demonstrate good communication with existing school partners.

Category 2 and 1 Academies will deliver increased access to coaching via the Hybrid and Full Time Coaching Models. This will require Category 1 and 2 Academies to provide flexible educational solutions for the players. Four Education Programme options creating greater flexibility are listed below.

Education Programme Option 1

Entering into contractual relationships with an identified school or schools in which the players are based for their education will be a familiar solution. This approach will extend the types of relationships that already exist with schools.

The relationship will need to be flexed in terms of the amount of time that Academies would require players to be available for daily coaching. Where Academies implement the Hybrid or Full Time Training Models the school day will need to be flexed to accommodate the Coaching Programme whilst ensuring that boy's educational development does not suffer.

Specific tutor support for the Education Programme will be required for all players engaged in the Hybrid and Full Time Training Model over and above the normal curriculum. Additional tutor support will need to be individually tailored to the players' needs.

Academies will need to decide how and where players will be coached. The optimum environment is at the club's dedicated training facilities but this will require a school in Education Option 1 to be in close proximity to the club's training facility so that the players' can move easily between the school and the club. If an Academy plans to deliver a Full Time Training Model then the school will need to be in close proximity to the training ground or else the training will need to be accommodated at the school.

The other major consideration for Category 1 Academies will be the need to provide dedicated housing, house parents and a secure environment in which to live and work whilst staying with the club. This will need to apply to all players who live outside a short commute from their club's training ground.

Education Programme Option 2

In this option, clubs may choose to develop and extend their own educational facilities at the training ground and, in effect, develop an onsite school facility. For the Category 1 Academy, accommodation would still be required on or near the training ground to house the players and the associated social and welfare support would need to be factored into the delivery of this approach. Clubs may continue to contract an educational partner/provider but the schooling would take place at the club.

Education Programme Option 3

Clubs may wish to establish their own schools. These schools may be general in their recruitment with specialist classes or groups of classes catering for the Academy players' specialist needs. In this Education Option the same issues regarding the location of the school on or near the training ground remain relevant as does the need to provide appropriate housing and care.

Education Programme Option 4

Where two or three Academies are clustered together, especially in urban areas, it may be possible to identify a single school where each of the clubs send their players. This school would then become the hub for the Academies. The Coaching Programme may be split between the training ground and the school premises subject to the sighting of the school in relation to the club.

7.3.3 Education in the Professional Development Phase

All Academies in the Professional Development Phase will be required to deliver the Full Time Training Model. Players will have access to training up to four hours a day in two separate sessions. The season will be developed increasingly to mirror the professional game so there will be less opportunity to flex the season for purposes of creating greater Coaching Contact Time during the summer months.

Category 1 and 2 Academies will have the necessary infrastructure at their training grounds to enable them to provide Formal Education provision for players U17 and U18 which may be delivered principally at the Training Ground rather than offsite at a school or college.

This approach envisages the delivery of the Formal Education components at the training ground in purpose built facilities and as part of an integrated flexible weekly programme which compliments and supports the Coaching Programme. The delivery of the Formal Education Programme may be either through fully qualified in house staff or through an outside provider who is able to meet the needs and demands of the integrated programme. Delivering the Education Programme in this way will provide maximum flexibility allowing coaches to flex and stretch the Coaching Programme to suit the particular needs of each player.

Category 3 and 4 Academies will not necessarily be equipped to provide the Formal Education component at the training ground. Category 3 and 4 Academies may choose to deliver the Formal Education Programme off site at a local education provider. This will require Heads of Education to ensure that as flexible an Education Programme as possible can be created in partnership with a school/college so that coaches can gain access to the required time for coaching.

7.4 THE EDUCATION PROGRAMME - SUMMARY TABLES

7.4.1 Category 1: Education Programme Summary Table

Development Phase	Training Model	Staffing	Facilities	Curriculum	Reports/reviews	Recruitment and Registration
Foundation U5 to U11	Part time	Full time Head of Education	n/a	Use of Talented and Gifted Programmes in schools for possible additional coaching time	Reports to school/parent 3 times a year Individual player/coach meeting 3 times a year	Development Centre from U5. Academy Registration from U9. 1 hour Time/Distance. From Season 2012/13
Youth Development U12 to U16	Hybrid 12 – 14 Full time 15- 16	Full time Head of Education Specific Tutor Support for all players in Hybrid and Full time training	Two classrooms fully equipped to deliver school curriculum for up to 30 students in each room	School Release Programmes From Years 7 to 9 Flexible daily programme enabling School Curriculum to wrap around the Coaching Programme	Reports to School/ Parents 3 times a year 12 weekly player/coach reviews Multidisciplinary staff/player review every 6 weeks	Registration U12 – U14 1.5 hours Time/Distance from Season 2012/13 (National Recruitment from Season 2014/15) Registration U15 – U 16 National Recruitment from Season 2012/13
Professional Development U17 to U21	Full time 16 -18 First Contract U19 – U21	Full time Head of Education Core programme Coordinator Course Tutors Specific Tutor Support for all players in Full time training	Additional classroom for minimum of 30 people for delivery of Scholarship Education Programme Transition from Academy to Senior Club	On site integrated provision which allows bespoke programmes where appropriate U19 -21 Continued holistic development programme (Non Compulsory Further/Higher Education)	Multidisciplinary staff/player review every 6 weeks Multidisciplinary staff/player review every 6 weeks	Registration U17 – U21 National Recruitment

7.4.2 Category 2: Education Programme Summary Table

Development Phase	Training Model	Staffing	Facilities	Curriculum	Reports/reviews
Foundation U5 to U11	Part time	Full time Head of Education	n/a	n/a	Reports to school/parent 3 times a year Individual player/coach meeting 3 times a year
Youth Development U12 to U16	Part time 12 – 14	Full Time Head of Education	n/a		Reports to School/ Parents 3 times a year Player/coach reviews 3 times a year
	Hybrid 14- 16	Specific Tutor Support for all players in Hybrid training	Classrooms fully equipped to deliver school curriculum for players on the Hybrid Programme	School Release Programmes From Years 10 to 11	Reports to School/ Parents 3 times a year Player/coach reviews 3 times a year
Professional Development U17 to U21	Full time 16 -18 First Contract U19 – U21	Full Time Head of Education Core programme Coordinator Course Tutors Specific Tutor Support for all players in Full time training	Fully resourced classroom for minimum of 30 people for delivery of Scholarship Education Programme	On site integrated provision which allows bespoke programmes where appropriate 19 -21 Continued holistic development programme	Multidisciplinary staff/player review every 12 weeks Multidisciplinary staff/player review every 12 weeks

7.4.3 Category 3: Education Programme Summary Table

Development Phase	Training Model	Staffing	Facilities	Curriculum	Reports/reviews
Foundation U5 to U11	Part time	Designated Head of Education	n/a	n/a	
Youth Development U12 to U16	Part time 12 – 16	Designated Head of Education	n/a	n/a	Reports to School/ Parents twice a year Player/coach reviews twice a year
Professional Development U17 to U21	Full time 16 -18 First Contract U19 – U21	Designated Head of Education Specific Tutor Support for all players in Full time training	Classroom for minimum of 30 people for delivery of Scholarship Education Programme	On site or off site education delivery with an approved education provider	Player/Coach review every six weeks

7.4.4 Category 4: Education Programme Summary Table

Development Phase	Training Model	Staffing	Facilities	Curriculum	Reports/reviews
Foundation U5 to U11	n/a	n/a	n/a	n/a	
Youth Development U12 to U16	n/a	n/a	n/a	n/a	
Professional Development U17 to U21	Full time 16 -18 First Contract U19 – U21	Designated Head of Education Specific Tutor Support for all players in Full time training	Classroom for delivery of Scholarship Education Programme	On site or off site education delivery with an approved education provider	Player/Coach reviews every six weeks

7.5 REQUIREMENTS - EDUCATION

1. **The Head of Education should be a member of the Academy Management Team**
2. **Each Academy should provide players with educational support which is commensurate with the classification of the Academy and the Training Model the player is engaged in**
3. **Each Academy should develop an Education Programme which integrates with the Coaching Programme to allow for an increase in contact time with the player, commensurate to the classification of the Academy and the specific phase of the Performance Pathway**
4. **Each Academy will provide a Formal Education Programme which meets the specific needs of the player without compromise to his academic progression**
5. **Each Academy will provide an Informal Education Programme which not only supports academic achievement but also allows the development of personal and social skills**
6. **Each Category 1 Academy should choose from the range of education options for the delivery of their Education Programme to players engaged in the Full Time Training Model in the Youth Development Phase**
7. **Each Category 2 Academy should choose from the range of education options for the delivery of their Education Programme to players engaged in the Hybrid Training Model in the Youth Development Phase**
8. **Each Category 1 Academy should provide access to bespoke education facilities and accommodation for players engaged in the Full Time Training Model in the Youth Development Phase**
9. **Each Category 2 Academy should provide access to bespoke education facilities for players engaged in the Hybrid Training Model in the Youth Development Phase**
10. **The Education Programme for all players in the Professional Development Phase should reflect the individual player's academic potential and should be compliant with Government requirements on curriculum entitlement**

8. THE GAMES PROGRAMME

8.1 AIMS

The aim is to provide a bespoke Games Programme which is matched to the changing priorities for players as they develop. The Games Programme should link closely to the coaching priorities and the development requirements of players. It must be relevant to players at each phase of the Performance Pathway and provide the practice opportunities that they need if they are to successfully graduate as a professional player.

Players are entitled to regular playing opportunities and the Games Programme is designed to deliver a balanced programme providing opportunities for development and competition. The Games Programme will move from small sided games to 11 v 11. It will aim to provide an environment where players can practise and develop, but it will also aim to deliver competitive opportunities where players can test themselves and learn how to win.

The programme will offer local opportunities for match practice, particularly in the Foundation Phase but will also stretch players via national and international matches as they move through the Performance Pathway. The Games Programme will utilise a range of game formats, from festivals to leagues and tournaments.

8.1.1 Current Arrangement

The Games Programme for Academies is currently administered by the Premier League and the Games Programme for Centres of Excellence is administered by the Football League.

Players from U9 to U16 in Academies and Centres of Excellence participate in the Development Games Programme, which provides a fixture list for Academies and Centres to play 'friendly' fixtures against other Academies and Centres. Teams play approximately 24 games throughout the Season. Where possible the fixtures are regionalised, however due to some clubs being situated in geographically disadvantaged areas, the programme can in some instances require teams to travel more than one hour to fulfil a fixture. A Festival and Tournament programme is also provided.

A number of 'indoor' events are staged, running from December to February each year. The format for the games played ranges across 4v4, 5v5, 6v6, 8v8 and 11v11. This indoor programme is provided principally for U9 to U12 players. Tournaments, including indoor competitions, are also provided for players of U14 and above.

For those players within the Professional Development Phase, an U18 competitive league is delivered, mostly on a regional basis for all Academies and Centres.

While the current average age of players competing in the Premier Reserve League is 21, the League is open age but features many Academy players.

8.2 PROPOSALS FOR MODERNISATION

The modernised Games Programme will be fully introduced at the start of Season 2012/13. The Programme should be appropriate for each Academy according to their classification. The aspiration is to provide each Category with a bespoke Games Programme, however there will be selective opportunities for categories to play against different categories from time-to-time where appropriate.

The modernised Games Programme will adopt an annual planning cycle which will include Programme Downtime, referring to the periods in the year when the Academy Games Programme will shut down. The last two weeks of July and first two weeks of August will typically be the summer downtime period. Two weeks over the Christmas period will typically be the winter downtime. The specific Programme Downtime dates will be published each January for the following season and will relate to Category 1, 2 and 3 Academies in the Foundation and Youth Development Phases. The Games Programme season for all Academies in the Professional Development Phase will mirror the senior game.

8.2.1 The Foundation Phase (U5 to U11)

The principle of reducing travel time to and from games will be adopted within the Foundation Phase wherever possible. Games will be scheduled to increase the use of festival style football and make better use of the time clubs have with players. Regionalised festivals will form the basis of the Games Programme in this phase, commencing in the U9 age range. Academies will also be free to arrange additional games and training weekends around the core festivals which will be organised by the Leagues.

This approach will enable Academy Managers to organise the Programme according to the specific needs of the Academy but still provide them with a core Games Programme administered by the Leagues. The classification process will require each Academy to record the number of games and the game time that each player has had access to in each season at the Academy onto each player's Performance Clock.

The definition of an 'organised game' is provided in the new Rules and Regulations but for the purposes of this document an organised game is one played between Academies under Rules sanctioned by the League and agreed with the opposing Academy. A player should be entitled to a minimum of one organised game each week during the season (accepting that there are designated downtimes for the Games Programme and the season will be extended into June).

Academies will be able to arrange their own fixtures should they require additional games during the period between League organised festivals. Games can be staged against any other licensed Academy. Games against school and junior club representative teams may also be organised, but these should be communicated to the League in advance. The Foundation Phase Games Programme will adopt a flexed season. Extending the season will reduce reliance upon access to indoor provision, giving greater scope for coaches to work effectively in daylight hours and generally in better weather.

In order to avoid inclement winter months, the Games Programme will not be staged during the second half of December and throughout the month of January in the Foundation Phase. A regional based indoor season will be provided for all Academies throughout this period. Outdoor games and festivals will be arranged throughout the month of June. The format for festivals will be small sided games.

8.2.2 Schools Football

It is proposed that junior school district football festivals should be developed in partnership with the English Schools' Football Association (ESFA). Category 1 and 2 Academies will be approached to act as hubs with a view to piloting these events.

Supporting the ESFA in the development of junior level schools football is one way to contribute to re-invigorating the talent pool. But closer scrutiny of the links with Grassroots Football through each club's community programme and via The FA should be a priority for the future.

8.2.3 The Youth Development Phase (U12 to U16)

Category 1 and 2 Academies will participate together. Category 3 Academies will be provided with a bespoke programme. Games will be played on a regional basis, limiting travel time to a maximum of one hour each way.

The Games Programme will gradually progress from regional to national and then international games, festivals and tournaments. In addition, specific opportunities will be created to support the development of Best with Best sessions.

8.2.4 International Programme

An International Games Programme will be introduced in the Youth Development Phase, regularly for Category 1 Academies and periodically for Category 2 Academies. The International Games Programme will be provided domestically and abroad. Once formally established, the programme will progress through to the Professional Development Phase.

8.2.5 The Professional Development Phase (U17 to U21)

The objective of the Games Programme in this phase is to provide players with the opportunity to practise and rehearse for the professional game. To achieve this, players need to be faced with an environment where they can learn how to win. The environment should, where possible, replicate the professional game. Players should be exposed to hostile environments from time to time, for they need to learn how to deal with stress and the challenge of competition when fear of failure can be debilitating to performance. For Academy players who harbour ambitions of playing in the Premier League, this phase needs to provide them with the hardest playground in the world.

Category 1 Academies will play against other Category 1 Academies throughout the Professional Development Phase. Similarly Category 2 Academies will be provided with their own bespoke programme. Category 3 and 4 Academies will play against each other. The final make up of the Games Programme in the Professional Development Phase will be dependent on the final allocation of clubs to the defined categories, however, U18 leagues are proposed for all categories of Academy.

8.2.6 The Premier Development League

A specific Games Programme tailored for the needs of players in transition within the U19 to U21 age range is proposed, (this will remove the need to play over age players down into the U18 Games Programme). This will replace the existing Barclays Premier Reserve League and provide clubs with more control as to where this group of players receive their professional football development. The new competition will be introduced for Season 2012/13.

The current average age of players participating in the Premier Reserve League is 21. Although an age limit will not be prescribed for the new competition, it is anticipated that it will serve those players in transition from youth to professional football. Games will be scheduled throughout the season. The proposed schedule will also include an opportunity to include international games. Membership of the Premier Development League will be an entitlement and requirement for all Premier League clubs. Membership will be a requirement for Category 1 Academies and a number of the games will be hosted at the clubs' first team match stadia.

8.2.7 Games Programme Administration

The Leagues will continue to administer the Games Programme. The Category 1 and 2 Academy Games Programmes will be administered by the PL. The Category 3 and 4 Academy Games Programme will be the responsibility of the FL.

8.2.8 Game Formats, Pitch Dimensions and Festival Environments

The definition of small sided games, those played within the Foundation phase, is to be determined in the amended Rules and Regulations. The proposed formats are 4v4, 6v6, 7v7, 8v8 and 9v9, with regular pitch, goal and ball sizes to be agreed for use by all participating within the programme. Pitch sizes for the Youth Development Phase will be agreed providing appropriately sized pitches and goals for those within the early stages of the phase. The format will be 11 v 11.

A proportion of the centrally organised festivals and tournaments will be limited to players and club personnel only, no spectators will be permitted. Providing specific playing opportunities for players of similar chronological and biological age presents an ongoing challenge for the Games Programme, particularly in the Youth Development Phase. It is proposed that a Games Programme Specialist Advisory Group be formed to help guide further discussions relating to game formats and specific issues such as the relative age effect in advance of the launch of the modernised Games Programme for Season 2012/13.

8.3 THE GAMES PROGRAMME - SUMMARY TABLES

8.3.1 The Games Programme: Foundation Phase Summary Table

Development Phase	Philosophy	Games Programme	Festivals	Academy Indoor Programme	Season Spread	Formats & Participation	Additional Experiences
Foundation U5 to U11 (Academy Games programme from U9) **Category 1** **Category 2** **Category 3**	Mastery of the Ball Learning to love the game	Teams permitted to play any of the following: - Other Category 1, 2 and 3 Professional Academies - School representative teams	Regular small sided festivals for all Academies Extended travel time to mitigate against geographical disadvantage	Defined Indoor festival period (December to February, inclusive)	Fixed Season, commencing in September, concluding at the end of June 'Outdoor' fixture programme to be suspended during December and January Defined Downtime for the Academy Games Programme (Typically July/August)	From U9 Games Format – small sided. To include 4v4 to 9v9 Ball: Size 3 – 4 (to be agreed locally) Pitch Dimensions: Refer to section 8.2.8 Rules to limit substitutes Minimum entitlement of 1 game per week for all players throughout season	Bio banded festivals to be piloted in Season 2011/12 Variety of formats (4v4, 6v6, 7v7 etc) Extended Futsal Programme 2011/12

8.3.2 The Games Programme: Youth Development Phase Summary Table

Development Phase	Philosophy	Games Programme	Festivals	Academy Indoor Programme	Season Spread	Formats & Participation	Additional Experiences
Youth Development U12 to U16 **Category 1** **Category 2** **Category 3**	Learning to compete in the team	Category 1 and Category 2 Academies to operate within a shared fixture programme. Category 3 Academies to be provided with a bespoke fixture programme. Ability for Cross Category games to be played periodically	Category 1 Festivals and Tournaments to be staged throughout the season Similarly, Category 2 and Category 3 bespoke events to be staged Regular opportunity for Category 1 Academies to face international opponents Periodic opportunity made available to Category 2 Academies	Indoor Festivals within December, January and February for Category 1 and Category 2 Academies Outdoor season suspended from Dec-Feb	Fixed Season, commencing in September, concluding in July Defined Downtime for the Academy Games Programme (Typically July/August)	Games Format: Small sided and 11v11 Ball size: 4 – 5 Pitch Dimensions: Refer to section 8.2.8 Rules to limit number of substitutes U12 – U15 U12 – U15 Minimum entitlement of 1 game per week for all players throughout season U15 – U16: Minimum entitlement of 20 games per season between Category 1, 2 and 3 Academies	Category 1 international tournament to be extended August/Pre Season Guest international teams to be invited to Category 1 festivals and tournaments on a regular basis Guest international teams to be invited to Category 1 festivals and tournaments periodically Match Analysis for Category 1 and 2 in the Games Programme rising in frequency across the categories in this phase

8.3.3 The Games Programme: Youth Development Summary Table

Development Phase	Philosophy	Games Programme	Festivals	Academy Indoor Programme	Season Spread	Formats & Participation	Additional Experiences
Professional Development U17 to U21 **Category 1** **Category 2** **Category 3** **Category 4**	Learning to win Genuine rehearsal for the Professional Game Category 1 “The hardest playground in the world” Competitive, challenging, hostile	Competitive League Football Transition to professional game Regional U18 leagues involving Category 1 and Category 2 Academies Bespoke Leagues for Category 3 and Category 4 Academies Professional development League for category 1 and Category 2 Academies	International tournament for Category 1 and Category 2 Academies – Season 2012/13	Indoor international tournament 11v11 for Category 1 and Category 2 Academies	As per the professional game	Designed to create a recognised progression into the professional game Professional Development League mandatory for Category 1 and PL Clubs – Season 2012/13	European competition for those within Category 1 and 2 Professional Development League Match Analysis provision for the U17, U18 and Professional Development League (Category 1 and Category 2)

8.4 REQUIREMENTS - THE GAMES PROGRAMME

1. **A flexible season for all Academy players up to U16 will be provided**
2. **A defined indoor season for the Foundation and Youth Development Phases of the Performance Pathway will be agreed each January for the following season**
3. **A defined summer and winter downtime for all players up to U16 will be agreed each January for the following season**
4. **A bespoke Games Programme will be delivered for each category of Academy**
5. **For PL clubs and Category 1 Academies, a new Premier Development League will be created. Participation will be a prerequisite for Category 1 Academy classification**
6. **A policy on Rules and Regulations relating to youth appropriate pitches and game formats must be agreed during 2011/12 ready for full implementation in the modernised Games Programme in 2012/13**

The Foundation and Youth Development Phases

7. **Travel times to games will be limited for Academies in the Foundation Phase**
8. **The festivals programme in the Foundation and Youth Development Phases will be expanded**
9. **There will be further consideration of the opportunities for Category 1 and 2 Academies to work closer with the ESFA (specifically in relation to junior school football in the Foundation Phase)**
10. **Greater access to an international Games Programme will be created for Category 1 and 2 Academies in the Youth Development Phase**

The Professional Development Phase

11. **U18 Leagues will be provided for all categories of Academy according to their classification**
12. **A Professional Development League will be launched in Season 2012/13. All PL clubs will be required to field a team in the Professional Development League. All Category 1 Academies will also be eligible for entry.**
13. **Greater access to an international Games Programme will be created for Category 1 and 2 Academies in the Professional Development Phase**
14. **A new Professional Development League will be created for Category 3 and 4 Academies**

9. SPORTS SCIENCE AND MEDICINE

9.1 THE CURRENT SYSTEM

The Rules and Regulations agreed in 1998 covered the appointment of Chartered Physiotherapists and Academy Doctors in part time roles for the first time. The requirement that all physiotherapists working with young players should have chartered status was a significant innovation in 1998. Fourteen years later the positive impact of this decision is seen on a daily basis in terms of the high levels of professional care that young players are now entitled to in terms of primary care and rehabilitation from injury. In the intervening years, significant developments at first team level in the appointment of a range of support staff have percolated down into the Academies and had positive impact on the athletic development of young players.

With the notable exceptions of a Physiotherapist and part time Doctor, the appointment of Sports Science and Medicine support staff is not currently required under the Rules and Regulations. Whilst these posts have become increasingly part of the staffing structure, there has been no systematic development of these roles and some Academies have not necessarily had the appropriate resources to appoint experienced specialist staff.

Many of the Sports Science staff currently working in Academies are drawn from universities as undergraduate internships. This group represents a positive resource but they generally lack experience of working in an elite environment. The current system does not require or promote the development of coordinated support services in the area of Sports Science and Medicine and as a result there is limited expertise available with child specific knowledge in an elite football environment.

There are currently no national guidelines agreed by the clubs, in terms of best practice, there is no benchmarking of the athletic development of Academy players and there is no nationally coordinated research or analysis of the effectiveness of the current support services available in the clubs. As a result of the ad hoc development of these services the delivery of Sports Science and Medicine can differ greatly from club to club. There are undoubted examples of outstanding delivery; however the club by club approach has led to variable quality and lack of coordination in the development of these services across the system. There is also at present no football specific system of training or accreditation for Sports Science and Medicine staff.

9.2 PROPOSALS TO MODERNISE THE SPORTS SCIENCE AND MEDICINE SERVICES

The provision of Sports Science and Medicine services throughout the Performance Pathway is a complex process and requires clubs to be fully cognitive of the development phases of each young player on the Performance Pathway. It is envisaged that the specialist support staff employed to deliver Sports Science and Medicine will have the specific skills to provide support for players from U5 to U21 – the full span of the Performance Pathway. The Sports Science and Medicine staff will play a pivotal role supporting the coaching staff and contributing to the proposed six and 12 week player reviews.

9.2.1 The Interdisciplinary Sports Science and Medicine Team

The aim is to ensure the adoption of a fully supportive interdisciplinary approach between the main support specialists who may be deployed in the Academy:

Interdisciplinary Specialists in the Sports Science and Medicine Team
Sports Science (Physiology, Biomechanics, Physical Testing and Measurement)
Physiotherapy (including hydrotherapy and sports massage)
Medical Services
Strength and Conditioning
Match/Notational analysis
Psychology
Lifestyle Management

Coaches and Managers have always had the Games Programme through which they can gain regular feedback on the perceived success of their technical programmes. However, scientists, medics and strength and conditioning staff have been unable to measure the success of their programmes against each other. It has been difficult to share best practice and establish benchmarks for the overall athletic development and physical performance/characteristics of players in the system and thus it has been more difficult to predict elite performance in terms of young players.

Formally linking the specialist functions under a coordinated programme will reflect the approach already being adopted in the most innovative Academies. A range of minimum required services are proposed across each phase of the Performance Pathway and across each Category of Academy.

Whilst the level of support, its frequency and intensity will differ according to the category of the Academy, it is assumed that the underpinning principles of an inter-disciplinary approach within the Sports Science and Medicine Team will link effectively with the Multidisciplinary Approach advocated across the Academy.

Agreement on standardised qualifications for staff working in the Sports Science and Medicine area and the establishment of a coherent programme of CPD within the Academy and across the Academy System will require further work. A Specialist Advisory Group will be established to help guide the further development of qualifications and CPD throughout 2011/12.

9.2.2 National Benchmarking

To enable each club to measure the relative success of its own programmes and players without losing its individual competitive advantage, the creation of national protocols for those Sports Science and Medicine services which are relevant will require the clubs to come together and agree a format for measurement. The establishment of a Specialist Advisory Group will guide this process.

Once national protocols have been agreed by the clubs, club support staff will be deployed by the Leagues to coordinate the results at each club and deliver benchmarked information for each player in the system. This will enable each club to assess the relative progress of each player under their care.

9.2.3 National Database of Athletic Development

It is proposed that a pre agreed battery of tests and re-tests will be created enabling the clubs to establish a national database of information. This will enable every Coach in the country to compare their player's performance against the national profile at each Phase and within each year group. Clubs will be able to use the national information to measure the effectiveness of their own programmes to ensure that they can constantly refine the club-based programme. The national battery of tests will be piloted in 2011/12 with a view to full introduction across the Academy System in 2012/13.

Proposed Standardisation of Testing
Each Academy will be provided with the same test equipment
The tests will be conducted in the same environment (indoor/3G surface)
The tests will be conducted during the same time window (eg July/December/April)
The Test Battery will be administered principally as a one off session, reducing any perceived disruption to the Coaching programme
Players cannot complete a maximal Yo-Yo test and RSA test in the same session so a supplementary session will be provided for the completion of one of either the Yo-Yo or the RSA tests

The Test Battery
Player Information - DOB/SOB/Position/Ethnicity
Anthropometric - Standing Height/Sitting Height/Body mass/Body fat U16+
Physical Performance - Power (CMJA) Speed (10m/20m) Agility (Slalom) YYET2*U16+
All Licenced Academies will participate in the National Tests
Testing will take place 3 times per year (July/August - December/January - March/April) which will align with the 12 week review cycle and so avoid any duplication of effort

9.2.4 National Database of Match Analysis in the Academy Games Programme

A large number of Academies already capture game by game analysis data as a matter of course. This data is used by coaches to assist in the development of the Academy players both individually and as teams. It is proposed that a national database be created by the Leagues, working through the clubs, to establish national benchmarks for the Games Programme in the Academy System. This benchmarking process will enable Academies to compare specific match data for their Academy team against national trends. It will enable coaches and managers in the Academy System to compare, at a national level, the Academy System in the PL and FL for the first time.

9.2.5 National Audit of Injury and Rehabilitation

A national audit of injury and rehabilitation will be developed and administered by the Academy Doctors working with the club Doctors. The audit will form part of the classification process. All Academies will be required to complete the audit. The audit will be used to provide clubs with feedback on national injury and rehabilitation trends in elite youth players and ensure that overuse injuries and burn out related conditions can be identified early.

9.3 SPORTS SCIENCE AND MEDICINE - SUMMARY TABLES

9.3.1 Category 1 Academy: Sports Science and Medicine Summary Table

Development Phase	Strength & Conditioning (S&C)	Physiotherapy	Medical	Sports Science	Match Analysis	Fitness Testing	Psychology	Physical Exertion	Movement & Posture
Foundation U5 to U11	Physical literacy Access to multi sport experience	Available for the games programme and all squad training sessions. Screening Audit of injuries	Available for all games Screening Audit of injuries	Bio banding Predictive testing of size and shape Talent Identification (TID) Research and development Vision	n/a	n/a	n/a	n/a	Integrated delivery through the Coaching Programme Agreed national testing protocols Six week test / re-test
Youth Development U12 to U16	U12 to U14 introduction to basic techniques Squad based U15 to U16 begin preliminary S&C programme Speed, strength, Power Core Flex	Available for the games programme and all squad training sessions. Screening Audit of injuries Pre hab/re hab	Available for all games Screening Audit of injuries	Maturation measurement TID Research and Development Individual Physiological analysis – U15 Individual Biomechanical analysis – U15 Vision – U12 to U16	Selected games – min 8 per Season to U15. 12 per Season to U15 to U16	National Benchmark Testing 3 times per annum Club based test retest process Squad and individual testing	Introduction to stress management U15 to U16 Focussing Lifestyle management	Coach based monitoring U12 to U14 U15 to U16 GPS evaluation	Integrated delivery through the Coaching Programme Agreed National Benchmark testing 2 times each Season U12 to U16 Club based test/re test process determined locally
Professional Development U17 to U21	Individual programme lifting techniques Speed, strength and power. Core Flexibility Plyometrics Aerobic Anaerobic training	Available for the games programme and all squad training sessions. Screening Audit of injuries Pre hab/re hab	Available for all games Screening Audit of injuries	TID Research and Development Vision	All Category 1 league games All professional development League games	Club based test retest process Individual basis No National Benchmark Testing beyond U18	Stress management Focussing Imaging Lifestyle management	GPS and hormonal response analysis underpinning weekly sessions	Periodic as required

9.3.2 Category 2 Academy: Sports Science and Medicine Summary Table

Development Phase	Strength & Conditioning (S&C)	Physiotherapy	Medical	Sports Science	Match Analysis	Fitness Testing	Psychology	Physical Exertion	Movement & Posture
Foundation U5 to U11	Physical literacy Access to multi sport experience	Available for the games programme and all squad training sessions. Screening Audit of injuries	Available for all games Screening Audit of injuries	Bio banding Predictive testing of size and shape Talent Identification (TID)	n/a	n/a	n/a	n/a	Integrated delivery through the Coaching Programme Agreed national testing protocols Six week test / re-test
Youth Development U12 to U16	12 to 14 intro to basic techniques Squad based U14 to U16 begin preliminary S&C	Available for the games programme and all squad training sessions. Screening Audit of injuries Pre hab/re hab	Available for all games Screening Audit of injuries	Maturation measurement TID	Elected games Min 8 per Season U12 to U16	National Benchmark Testing 3 times per annum to U16. Individual and Squad basis Club based test/re test locally determined	Introduction to stress management U15 to U16 Focussing Lifestyle Management	Coach based monitoring U12 to U16	Integrated delivery through the Coaching Programme Agreed National Benchmark Testing 2 times each Season
Professional Development U17 to U21	Individual programme lifting techniques Speed and power. Core Flexibility Plyometrics Aerobic Anaerobic training	Available for the games programme and all squad training sessions. Screening Audit of injuries Pre hab/re hab	Available for all games Screening Audit of injuries	TID Maturation and measurement	All Category 2 League Games All Professional Development League Games	Six week test re test process Individual basis No National Benchmark Testing beyond U18	Stress management Focussing Imaging Lifestyle management	Coach based monitoring	Periodic as required

9.3.3 Category 3 Academy: Sports Science and Medicine Summary Table

Development Phase	Strength & Conditioning (S&C)	Physiotherapy	Medical	Sports Science	Match Analysis	Fitness Testing	Psychology	Physical Exertion	Movement & Posture
Foundation U5 to U11	Physical Literacy Access to multi sport experience	Available at all games and all squad training sessions	Available at all games	n/a	n/a	National Benchmark Testing from U9	n/a	n/a	Integrated delivery through the Coaching Programme National Benchmark Testing
Youth Development U12 to U16	12 to 14 intro to basic techniques Squad based 14 to 16 begin preliminary S and C	Available for the games programme and all squad training sessions. Screening Audit of injuries Pre hab/re hab	Available for all games Screening Audit of injuries	Maturation and measurement Talent Identification	Club based Selected games locally determined	National Benchmark Testing 3 times each Season U12 to U16 Squad basis	Introduction to stress management Lifestyle management	Coach based monitoring	Integrated delivery through the Coaching Programme National Benchmark Testing 2 times each Season U12 to U16
Professional Development U17 to U21	Individual programme lifting techniques Speed and power. Core Flexibility Plyometric Training Aerobic Anaerobic training	Available for the games programme and all squad training sessions. Screening Audit of injuries Pre hab /re-hab	Available for all games Screening Audit of injuries	TID Maturation and measurement	Club based Selected games Locally determined	Test re test process 2 times per annum Squad basis No National Benchmark Testing beyond U18	Stress management Focussing Imaging Lifestyle management	Coach based monitoring	Periodic as required

9.3.4 Category 4 Academy: Sports Science and Medicine Summary Table

Development Phase	Strength & Conditioning (S&C)	Physiotherapy	Medical	Sports Science	Match Analysis	Fitness Testing	Psychology	Physical Exertion	Movement & Posture
Foundation U5 to U11	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Youth Development U12 to U16	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Professional Development U17 to U21	Individual programme lifting techniques Speed, strength and power. Core flex Plyometrics Aerobic Anaerobic training	Available for the games programme and all squad training sessions. Screening Audit of injuries Pre hab/re hab	Available for all games Screening Audit of injuries	Talent Identification Research and Development Vision	Selected Games	National Benchmark Testing 3 times per Season U17 – U18 Club based test re test process locally determined from U19 Individual basis No National Benchmark Testing beyond U18	Stress management Focussing Imaging Lifestyle management	Coach based monitoring	Periodic as required

9.4 REQUIREMENTS - SPORTS SCIENCE AND MEDICINE

1. **A Specialist Advisory Group will be established to provide further consideration of the Sports Science and Medicine Programme**
2. **Introduce an interdisciplinary approach to the delivery of Sports Science and Medicine services across the Performance Pathway**
3. **In each Category 1 Academy, identify a Head of Sports Science and Medicine or equivalent resource to coordinate the Sports Science and Medicine Programme**
4. **In each Category 1 Academy, identify a Lead Sports Scientist or equivalent resource to coordinate the Sports Science Programme**
5. **Each Category 2, 3 and 4 Academy should identify and procure Specialist Sports Science and Medicine Services where there is no dedicated provision in the club**
6. **Introduce an audit of injuries across the Performance Pathway and within each Category of Academy**
7. **Pilot project to develop national protocols for physical testing in 2011/12**

10. WELFARE AND LIFESTYLE MANAGEMENT

The Multidisciplinary Approach has been defined at Section 3.7 as being driven by the Coaching Programme and supported by the Education Programme, Sports Science and Medicine and the Games Programme.

The Multidisciplinary Approach is intended to create a fully integrated environment which will service all aspects of a player's technical, athletic, educational and social development at the Academy. This process provides a framework by which clubs will be able to work and each Academy will need to establish locally how it determines to embed the Multidisciplinary Approach into the Academy Performance Plan.

Whilst Welfare and Lifestyle Management should be the responsibility of all staff, Academies will need to identify specifically who is responsible for key aspects of Welfare, Safeguarding and Lifestyle Management. The successful delivery of the EPPP is predicated on placing the player at the centre of the process. It is self evident that this cannot be achieved without ensuring that the social development, welfare, safeguarding and lifestyle issues are effectively provided for in each Academy irrespective of the category. If the vision of producing fully rounded individuals is to be achieved through the Academy System, then Academies will need to be able to demonstrate through their philosophy, vision and actions, a programme which understands the need to ensure that they create a safe and caring environment in which the player can fully achieve his potential.

Academies will also need to recognise that players, especially those within their full time programme, must be exposed to the experiences and activities that other young people are involved in outside of the Academy environment. The modernised system will fail if it produces elite world class players who do not possess the life skills to be fully integrated and responsible members of society and who cannot deal with the challenges of working in a high profile vocation. Academies will need to demonstrate how they encourage their players to take an active part in their communities whilst developing an understanding of good citizenship.

The proposed approach identifies the key welfare, lifestyle management and safeguarding functions that clubs will be required to demonstrate within the Academy.

10.1 PLAYER SUPPORT PROGRAMMES

Academies in all four categories will need to run player support programmes which contribute towards the holistic development of the player and which also include community-based activities. These programmes will be closely linked to, and supplement, those within the Education Programme. They should be developmental and progressive throughout a player's time at an Academy and not viewed as one off activities.

School aged players who are full time at the Club should have a programme in place which enables them to be involved in suitable activities outside of the Academy environment as part of their weekly timetable. These programmes should be introduced during the Youth Development Phase and continue through to the end of the Professional Development Phase.

10.2 SAFEGUARDING

To ensure that a player is in a safe and caring environment, effective safeguarding procedures need to be embedded into the activities of the Academy. Each Academy will have a Safeguarding Officer who reports to either the Club's Children Services Officer or a member of the club's Senior Management team. In a Category 1 and 2 Academy this should be a dedicated role which could be either full or part time, depending on the work load. In Category 3 and 4 this role may be combined with other duties.

The Safeguarding Officer will have a key role in the development of staff CPD, accommodation and travel arrangements for players in the Youth Development Phase and in the early part of the Professional Development Phase. All staff (including volunteers) who are eligible for a CRB Disclosure Certificate must obtain one prior to working/volunteering at the Academy, they must also undergo safeguarding training each Season. A full record of staff training should be included in their CPD log. Academies will be required to demonstrate that a thorough and transparent selection process is in place when recruiting paid or volunteer staff.

10.3 ACCOMMODATION

Providing suitable accommodation in or near to the Academy is seen as essential in achieving the aims of the EPPP for the Category 1 Academy. Whilst most Clubs have a wide knowledge and experience of providing accommodation in the Professional Development Phase it will be necessary for Category 1 clubs to deliver appropriate accommodation arrangements for school aged players who are on a full time programme. Clubs will need to demonstrate that they are compliant with all legislation and regulations relating to the provision of education and accommodation of children in this age range. The Academy Safeguarding Officer should have a key responsibility in this area.

10.4 TRANSPORT

With the increase in access time and the development of Hybrid and Full Time Training Models, clubs will need to have in place a clear policy around transport arrangements for bringing players to and from the Academy. This policy will need to take into account all current legislation and safeguarding guidelines which are relevant in this area. The Academy Safeguarding Officer should be responsible for ensuring compliance in this area.

10.5 TOURS AND TOURNAMENTS

Tours and Tournaments, especially abroad, are seen as essential components of an elite player development programme and the leading Academies already undertake an extensive programme of tours for all age groups. It is envisaged that this type of activity will continue to develop further especially in Category 1 Academies. All Academies will need to demonstrate that they are compliant with the Rules and Regulations in place for Tours and Tournaments. The leading Academies can already provide case history and comprehensive Tour and Tournament log books often with over ten years evidence/information and reports. This type of practice should ideally be adopted across the Youth System.

10.6 REQUIREMENTS - WELFARE AND LIFESTYLE MANAGEMENT

1. **Academies will appoint staff with specific responsibilities for welfare, safeguarding and lifestyle management**
2. **All Academies will ensure that there is clear policy for the appointment of staff to their Club and that all staff receive the necessary clearance and ongoing CPD around Safeguarding**
3. **Academies will develop programmes which reflect the holistic and social development of players and introduce a programme of staff CPD to support this**
4. **Academies will develop players' understanding of their responsibilities to the community as a whole**
5. **All accommodation provided for Academy players will be compliant with relevant legislation and links must be made to the relevant departments in their local authority**
6. **All Academies will have a clear policy regarding the transport arrangements within their club. This must be compliant with all current legislation and good practice guidelines in this area**
7. **All Academies will be responsible for ensuring that Tours and Tournaments are compliant with the relevant Rules and Regulations**

11. TALENT IDENTIFICATION AND RECRUITMENT

11.1 INTRODUCTION

All clubs recognise the importance of establishing a thorough recruitment network. Successful talent identification and recruitment of players of all ages is vital to the future prosperity of all clubs. This is a vital aspect of the Academy function in the club. This provision extends throughout the operation of the club; from young players aged 5 years playing in the Development Centres, through to senior first team professionals. The current Rules and Regulations require clubs to register those employed by the club as Scouts. This requirement has been driven largely by the statutory requirements around child safeguarding.

Talent identification is a fundamental concern for any youth development system. The Academy Manager, their coaches and support staff have clearly defined roles and responsibilities within the Rules and Regulations. However, the role of a recruiter has not been defined previously, yet their experience and contribution is critical to the effective running of the Academy and the wider club.

There are currently no requirements to provide CPD for this category of staff. Similarly, there are no formal qualifications other than a stand alone, attendance based 'talent identification' course provided by The FA which is required to operate as a 'scout'. The education of recruitment staff currently happens 'on the job', via peer relationships and through learned experience. Some innovative Academies have identified this problem and have attempted to improve the situation by staging their own in-service, education programmes.

11.2 PROPOSED MODERNISATION

New Rules and Regulations will be introduced which will formally recognise the role of the 'Recruiter' and the 'Scout'. The role of Head of Recruitment has been proposed in the new staffing models for Academies as part of the Academy Management Team. Once the roles and responsibilities have been formally recognised in the Academy System it should then be possible to more formally establish best practice in the area.

The identification of gifted and talented young players requires specialist knowledge of the game and it requires deep understanding of athletic potential, psychological profiling and the motivation each potential recruit will need to possess in order to succeed in an elite environment. The recruitment process is also inextricably connected to the talent pool and any proposals or policies that affect the talent pool should be pivotal to the recruitment staff in each club.

There is a growing body of research and expertise gathered through football and in other professions to aid the identification of gifted and talented young people. It is essential that the modernised Academy System draws upon this knowledge and builds a leading understanding of its potential to support the recruitment process in the Academies. There is a case for developing nationally coordinated research to assist all clubs in their recruitment strategies:

Proposed Areas of Research
Physiological parameters - maturation rates, analysis of national data relating to Test Battery results
Relative age effect and its impact upon recruitment
Psychological profiling techniques
Measuring players' motivation and potential to manage game related stress
Measurement of decision making potential
Technical abilities - attainable skills for young players at specific points within their development
Addressing Failure rates (50% of all Academy players leave the system before they are 16 yrs old and 10% of those that leave ultimately achieve a professional contract)

In addition to the research questions outlined above, there are other opportunities 9the merits of which require further investigation) to develop a more coherent approach to support recruiters and scouts in the system. These are:

Strategies to create better interaction with parents and young players
Late development and talent transfer initiatives
Stimulating the talent pool via the creation of club-led initiatives to develop participation (for example the interaction with local primary schools and junior clubs - the creation of primary school leagues, and/or the creation of development centres)

The staffing models identified in Section 12 illustrate the steering influences of both the Head of Sports Science and Medicine and the Head of Coaching on the role of the Head of Recruitment for the Academy. In developing the model staff structure it is assumed that, where a club employs a senior member of staff to lead recruitment across the club, the Head of Recruitment would report to this post holder. The recruiter's role in the Academy would be to work within the multidisciplinary team and where appropriate draw upon the various strengths within the team when making player assessments.

11.3 MATCH SCOUTING

All clubs need to recruit effectively to prosper. Conversely all clubs need to retain their best talent if they are to create a performance legacy for the benefit of the club. These conflicting requirements ensure that the Academy System is often stymied by fear of the 'predator club' The fact that all clubs are at some stage perceived as 'predators' and at some stage 'under threat' is the reality of professional football.

Some clubs have become increasingly reluctant to permit rival clubs from scouting games. It is recommended therefore that, as part of the Modernisation Process, the Academy System must find a suitable solution that enables registered scouts to watch games. If scouts are to be allowed into the Academy Games Programme then a transparent and responsible approach will need to be adopted by the scouts and their clubs.

The alternative is that scouting will be forced increasingly outside any regulated process and this is ultimately not in the best interests of the clubs or the player. It is proposed that access to authorised games be granted to registered scouts provided the scouts have applied in advance to the Academy Manager to watch the game.

11.4 REGISTRATIONS

Ensuring that an open and transparent system of registration is in place is the starting point for developing an elite environment for the player. All players U9 to U18 in the Academy System (including Trialists) must be registered before they can gain access to the services and facilities available at the Academy.

Clubs are currently able to register players on a number of arrangements, be it for a trial, student registration, scholarship arrangement or professional contract. Registrations will continue to commence for players from U9 through to U18.

Entry and Exit points:

When a player enters the Academy System it is imperative that information concerning his entitlement on signing for a Club is made available to the player and parents/guardians prior to making a commitment to sign. It is proposed that a 'cooling off' period be introduced to allow parents/guardians an opportunity to understand the full implications of the registration form they have signed before the player's registration is sanctioned by the League.

The introduction of a Parents'/Guardians' Charter, to be managed by the Leagues, is proposed. The Parents'/Guardians' Charter will provide clear and impartial information regarding the commitments of registration. Similarly when signing a trial form it is proposed a Parents' Information Guide will be introduced and managed by the Leagues. This will give an impartial outline of the trial procedure. All Academies will be expected to provide a formal induction procedure for all players once they have registered with the Academy.

Players can be released or leave their club at designated points throughout the Performance Pathway. It is recommended that each Academy should formally prepare the player and his parents/guardians for this scenario. It should be a scenario that all registered players be made aware of at the induction session. If a player is released, the club will be required to ensure that the player's Performance Clock is updated with clearly communicated exit information and players should be provided with the opportunity to access career guidance. The Leagues, with the clubs, will ensure that an ongoing tracking process is put in place to monitor the players' subsequent progress.

The proposed approach to the registration of players will be to maintain the current Rules and Regulations, this will provide the following:

Duration of Registrations
The standard length of registration for all Academies in the Foundation Phase will be 1 year for age groups U9, U10, U11
The standard length of registration for all academies in the Youth Development Phase will be 1 year for age groups U12, U14, and U16
The standard length of registration for players in age groups U13 and U15 will be 2 years

The exception to the standard rules will relate to national recruitment of players in Category 1 Academies in the Youth Development Phase. Where a player is offered a registration at an

Academy outside the hour and half time distance rules, via national recruitment, the club must honour an extended registration which guarantees the player's engagement with the club until he has completed his secondary education at U16 from the point at which he registers with the Academy.

11.5 TIME/DISTANCE RULES

The current Rules and Regulations provide for time/distance Rules for the recruitment of Academy players. The modernised system will re-shape these Rules.The new Rules relating to time/distance recruitment will be introduced for the start of the 2012/13 season and the Rules relating to national recruitment in the Youth Development Phase will be introduced in two stages.

Category 1, 2 and 3 Academies will be permitted to recruit players in the Foundation Phase from within an hour of the principle training venue. Category 1, 2 and 3 Academies will be permitted to extend the time/distance recruitment to one and a half hours from the principle training venue in the Youth Development Phase.

Category 1 Academies will be permitted to recruit nationally during the Youth Development Phase. The relaxing of the time/distance Rules will be brought into the Academy System in two stages. The first stage will be recruitment for the U15 and U16 groups which will formally begin in Season 2012/13. It is then proposed that the opportunity for national recruitment for Category 1 Academies be extended in Season 2014/15 to U12 and upwards.

All Academies will be entitled to recruit nationally for the U17 group onwards.

	1 Hour U9 – U11	1 ½ hours U12 – U16	National Recruitment U12 – U16 Two stage intro U15/U16 – 2012/13 U12 –U16 2014/15	National Recruitment U17 – U21
	Foundation Phase	Youth Development Phase	Youth Development Phase	Professional Development Phase
Category 1 Academy	✓	✓	✓	✓
Category 2 Academy	✓	✓	x	✓
Category 3 Academy	✓	✓	x	✓
Category 4 Academy	x	x	x	✓

11.6 REQUIREMENTS - TALENT IDENTIFICATION AND RECRUITMENT

1. **Establish the role of Head of Recruitment in each Academy**
2. **Provide a clear rationale for the talent identification approach which is consistent with the club's Football Philosophy**
3. **Provide training and development for recruitment, scouting and talent identification staff which underpins the club's priorities for talent identification based upon the club's Football Philosophy**
4. **The Leagues, working with the clubs, will monitor and regularly update data regarding the relative age bias that currently exists in the recruitment profile of players in England**
5. **Introduce systems to effectively track each player's movement to and from amateur football into and out of the Academy**
6. **A support programme will be operated by the leagues on behalf of the clubs for players released from the Academy System**
7. **Fully integrate Talent Identification and Recruitment with the Coaching, Education, Sports Science and Medicine, and the Games Programme**
8. **Establish clear guidelines through the Rules and Regulations regarding access to the Games Programme for scouts and recruiters**
9. **A 'cooling off' period will be introduced between the signing and commencement of a player's registration form**
10. **The Premier League will produce a Parents/Guardians Charter and a Parents/Guardians Information Guide for trialists**
11. **All Academies will introduce a formalised induction procedure for players entering the Academy**

12. STAFFING

Dynamic leadership, outstanding coaching and the further professionalisation of the Academy support staff will ensure that the proposed increase in access to coaching is matched by the significant improvements in productivity that are sought.

For clarity, all staff referred to in this section have been defined in one of three groups. The groups are:

1. Academy Management Team (AMT)
2. Coaching staff
3. Support staff

12.1 ACADEMY MANAGEMENT TEAM

The Academy Manager

The Academy Manager will provide the strategic leadership for the Academy. He/she will be supported by an Academy Management Team which will include specialists in Coaching, Education, Sports Science and Medicine and Talent Identification and Recruitment. The Academy Manager will report to the club CEO and will be appointed by the Board. It is assumed that the Academy Manager will work with the club's first team Manager, the Club Board and the Technical Board where one exists to support the development of the club's Football Philosophy. The Academy Performance Plan will be developed and implemented by the Academy Manager and his/her team.

The role of Assistant Academy Manager may be retained if an Academy chooses to maintain this position but there will be no mandatory requirement for this role in the modernised system. The consultation process has pointed strongly towards the establishment of a senior coaching role to be reflected in the Academy structure and it is proposed that the Rules and Regulations will be adjusted to reflect this. The senior coaching appointment would be part of the Academy Management Team.

Academy Managers are currently required to hold a UEFA A Licence and a current Academy Managers Licence within 18 months of their appointment. The role and responsibilities of the Academy Manager has changed significantly and the training and prerequisites in terms of qualifications for this role will continue to change as the Academy System evolves.

A modernised curriculum for the initial training of Academy Managers will be introduced in Season 2012/13. The new Academy Managers Licence will be developed by The FA, working with the Leagues. Ongoing leadership development opportunities and professional support for Academy Managers will be provided through the Leagues.

Where clubs appoint an Academy Manager who is not a UEFA A licenced coach, the structure of the Academy must reflect this situation by guaranteeing the appointment of a Head of Coaching in the Academy who is appropriately qualified. The Head of Coaching will be required to oversee the implementation of the Coaching Programme across the Performance Pathway and this will be an additional post to the core coaching staff employed in the Academy. It is assumed that the Head of Coaching would be a senior appointment in the Academy and to that end he/she would be a member of the AMT and sit on the Technical Board where they exist.

Category 1 Academies may choose to appoint a Head of Coaching to support the embedded CPD programme in the Academy even if the Academy Manager is an appropriately qualified coach.

12.2 COACHING STAFF

In order to meet the increased access to coaching, the recruitment, deployment and professional development of age/phase specialist coaches is proposed for each of the three main phases of the Performance Pathway.

In the context of Category 1 Academies the Academy Manager will be supported by two senior full time staff coaches at each of the three phases of the Performance Pathway. The recommended numbers of full time staff will reduce for Category 2, 3 and 4 Academies according to the time and scope of commitment required at each category.

The coach to player ratio of 1:10 will be retained in all Academies but a coach to player ratio of 1:8 is recommended for players in the Full Time Training Model in the Category 1 Academies. A staff ratio of 1:10 is recommended for the Games Programme in all Categories (where only one member of staff is required to be coaching qualified).

Category 1, 2 and 3 Academies will be required to provide a coaching infrastructure that can take a player through three phases of the Performance Pathway. Category 4 Academies will be required to provide a coaching infrastructure that can take a player through one phase of the Performance Pathway from U17 to U21.

12.2.1 Foundation Phase Coaching Staff (U5 to U11)

Category 1 Academies will be required to employ a minimum of two dedicated full time Foundation Coaches. These coaches will be the lead coaches for the U9 to U11 group. They will be specialist trained to deliver coaching in the Foundation Phase. Their task will be to ensure that all players graduating into the Youth Development Phase do so with outstanding individual mastery of the ball and the ability to meet the specific player development targets set by the club through the Performance Plan.

Category 2 Academies will be required to employ a minimum of one full time dedicated Foundation Phase coach. It is assumed that this appointment will lead the coaching in the Foundation Phase. Category 3 Academies will not be required to appoint full time staff to the Foundation Phase and may choose to maintain part time contracts for coaches working in this phase, however clubs developing a Category 3 Academy will be strongly encouraged to consider the value of full time appointments in this phase wherever this is possible.

It is assumed that all Academies will appoint part time coaching staff to supplement the full time staff maintaining the coach to player ratios. All Academies in the Foundation Phase will be required to appoint part time goalkeeping coaches as a minimum.

12.2.2 Youth Development Phase Coaching Staff (U12 to U16)

The Youth Development Phase will be characterised by players moving from a Hybrid to a Full Time Coaching environment for Category 1 Academies and from a Part Time to a Hybrid Programme for Category 2 Academies. Category 3 Academies will deliver a Part Time Programme throughout this Phase. Typically, players in Category 1 Academies will be provided with the Hybrid Programme until U15 at which time players will be offered the opportunity to move into a Full Time situation. The contact time for coaching in the Category 1 Academies will move from 12 to 16 hours a week during this phase (Category 1 Academies may choose to extend the Full Time Training Model to U12 from 2014/15).

Category 1 Academies will be required to employ a minimum of two full time specialist Youth Development Coaches. These coaches will be the lead coaches for this phase. They will be specialist trained to ensure that players graduating from the phase at U16 have built upon the core ball mastery skills and are able to apply individual skills appropriately in a team setting with a growing tactical awareness of their role in the team. Players graduating to the Professional Development Phase will have an emerging team tactical awareness and will be able to meet the specific player development targets set by the club through the Performance Plan.

The existing coach to player ratio of 1:10 will be maintained for the Youth Development Phase for all Academies. However, where Category 1 Academies deliver a full time Coaching Programme there is an expectancy that the Coach to Player ratio will reduce to 1:8.

Category 2 Academies will similarly be required to employ a minimum of two full time Youth Development Coaches in this Phase. The proposed access to coaching in this Phase for Category 2 Academies is to move players from a Part Time Training Model to a Hybrid Training Model. This will require Category 2 Academies to deliver six hours rising to 12 hours a week of Coaching Contact Time.

The Season will be flexed for Category 1 and Category 2 Academies and will be based upon 46 weeks of access. The Category 3 Coaching Programme will be based upon 40 weeks in the season and a minimum of one full time Coach should be deployed by each Academy in this category.

It is assumed that all Academies will appoint part time coaching staff to supplement the full time staff, maintaining the coach to player ratio's in the Youth Development Phase. Category 1, 2 and 3 Academies in the Youth Development Phase will be required to appoint goalkeeping coaches in this phase

12.2.3 Professional Development Phase Coaching Staff (U17 to U21)

Academies have previously managed the development of players to U18 at which point players in the U19 to U21 age group have tended to move between the Academy and the senior squad. Progressive clubs have established bespoke development squads with dedicated coaching staff.

All Academies will be required to deploy two full time Professional Development coaches who will be the lead coaches for the U17 and U18 players (these posts will replace the role of youth coach, it may be that Academy Managers deploy one of these roles to the Head Coaching role in the Academy).

Management of the transition of players into the first team squad should be the responsibility of the Senior Professional Development Coach (formally the Reserve Team Coach) working with the Academy Manager and reporting to the First Team Coach or Manager of the club. The role of the Senior Professional Development Coach is pivotal to the successful transition of Academy players into the professional game. The Senior Professional Development Coach will be a UEFA A licenced coach who also has the age/phase-specific FA coaching qualifications for the Professional Development Phase (once these are implemented in Season 2012/13).

Each club will define its own local arrangements in terms of reporting lines and processes for the successful transition of U19 to U21 year olds into the first team squad. The classification of the Academy will be measured in part by the successful delivery of a coherent policy on the appointment and deployment of the Senior Professional Development coach.

There should be no specific requirement for clubs to place the Senior Professional Development coach into the Academy structure, however it is essential that the post holder works closely with the first team coach and/or Manager of the club. Likewise the Senior Professional Development coach should be in regular contact with the Academy Manager and be a contributor to the multidisciplinary six week reviews for all players in the Professional Development Phase. The Senior Professional Development coach will oversee the Coaching Programme for U19 to U21. He/she will also have specific responsibility for leading the team in the Games Programme.

The Premier Development League will replace the Premier Reserve League. The detailed format for the Premier Development League is in Section 8 - The Games Programme. Competing in the Premier Development League will be a prerequisite for all Category 1 Academies irrespective of the League representation of the first team.

It is assumed that all Academies will appoint additional part time coaching staff to supplement the full time staff, maintaining the coach to player ratio's in the Professional Development Phase. All Academies in the Professional Development Phase will be required to appoint a full time goalkeeping coach as a minimum.

12.3 SUPPORT STAFF

It is proposed that the Multidisciplinary support staff be coordinated by a new role of Head of Sports Science and Medicine. The Head of Sports Science and Medicine will coordinate the Sports Science and Medicine Programme for all players in the Academy.

Where an Academy chooses to nominate an existing member of staff as the coordinator of the multidisciplinary team, or where a variation on this approach is in place, this should be reflected in the organisational and financial plan for the Academy. Category 3 and 4 Academies may choose to buy in support for this function on a part time basis whilst it is assumed that this will be a full time role in the Category 1 and Category 2 Academies.

In addition, Category 1 and 2 Academies should appoint a Lead Sports Scientist who is qualified to postgraduate level with an appropriate Sports Science degree and ideally with experience of applied work in elite performance environments. The role will be required to work closely with the Head of Sports Science and Medicine and the Academy Manager. The Lead Sports Scientist will be required to coordinate the Sports Science Support Services for the Academy. Category 3 and 4 Academies may choose to buy this service in on a part time basis.

All Academies will be required to appoint a Senior Sports Physiotherapist. This member of staff will lead and co-ordinate the physiotherapy service across the Academy. All Academies will also provide strength and conditioning service to the players. Arrangements will be determined locally in terms of how this service is provided. Appropriately qualified and experienced staff will be needed to manage the programmes in this area. These staff will deliver the nationally agreed battery of fitness tests.

A national programme is proposed for the development of Match Analysis in the Category 1 Academies. All Category 1 and Category 2 Academies would be expected to provide a minimum of two full time match analysts for the Academy. In the case of all Category 1 Academies a national programme of match analysis for all games from U16 to U21 and for selected games from U14 to U16 will be established. Academies may choose to deploy additional services such as biomechanics specialists, psychologists, nutritionists or careers advice, lifestyle management etc at each age group and upon an individual basis at the discretion of the Academy Manager.

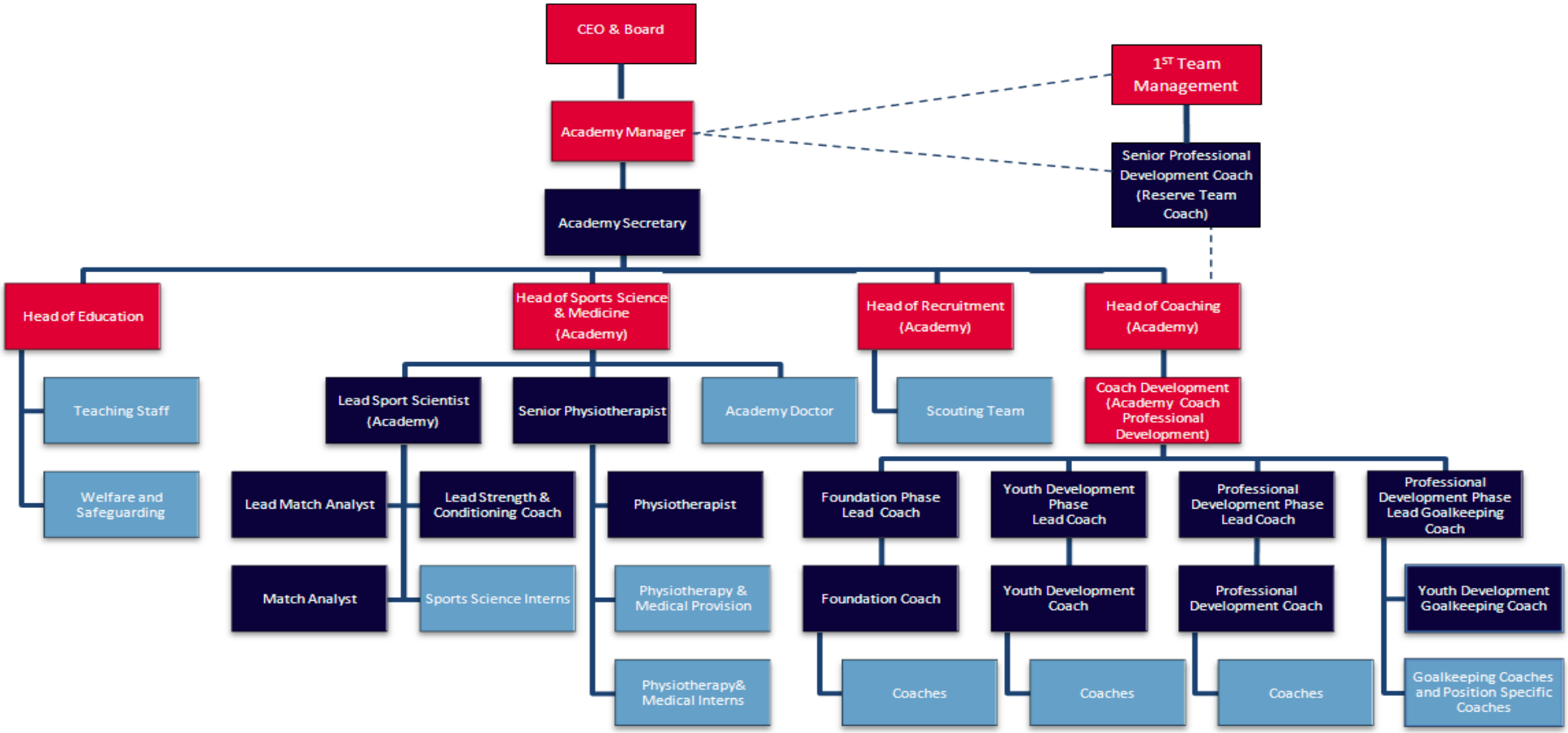
The existing arrangements for the employment of Chartered Physiotherapists and Doctors will be maintained across the Academy System. The Academy Management Team at all Academies will include a Head of Education. The Head of Education will oversee the Education Programme for all players in the Academy.

The Academy Manager, supported by the Academy Management Team, will provide a coherent programme of professional development for all staff working in the Academy. The coaching staff will be provided with a specific CPD programme by the Coach Developer in the Category 1 and 2 Academy. Where an embedded Coach Developer is not directly employed by the Academy, external support/provision will need to be sourced.

The following charts illustrate typical staffing models in each Category of Academy. The charts are illustrative rather than prescriptive recognising that local arrangements to meet the workload will be determined at each Academy.

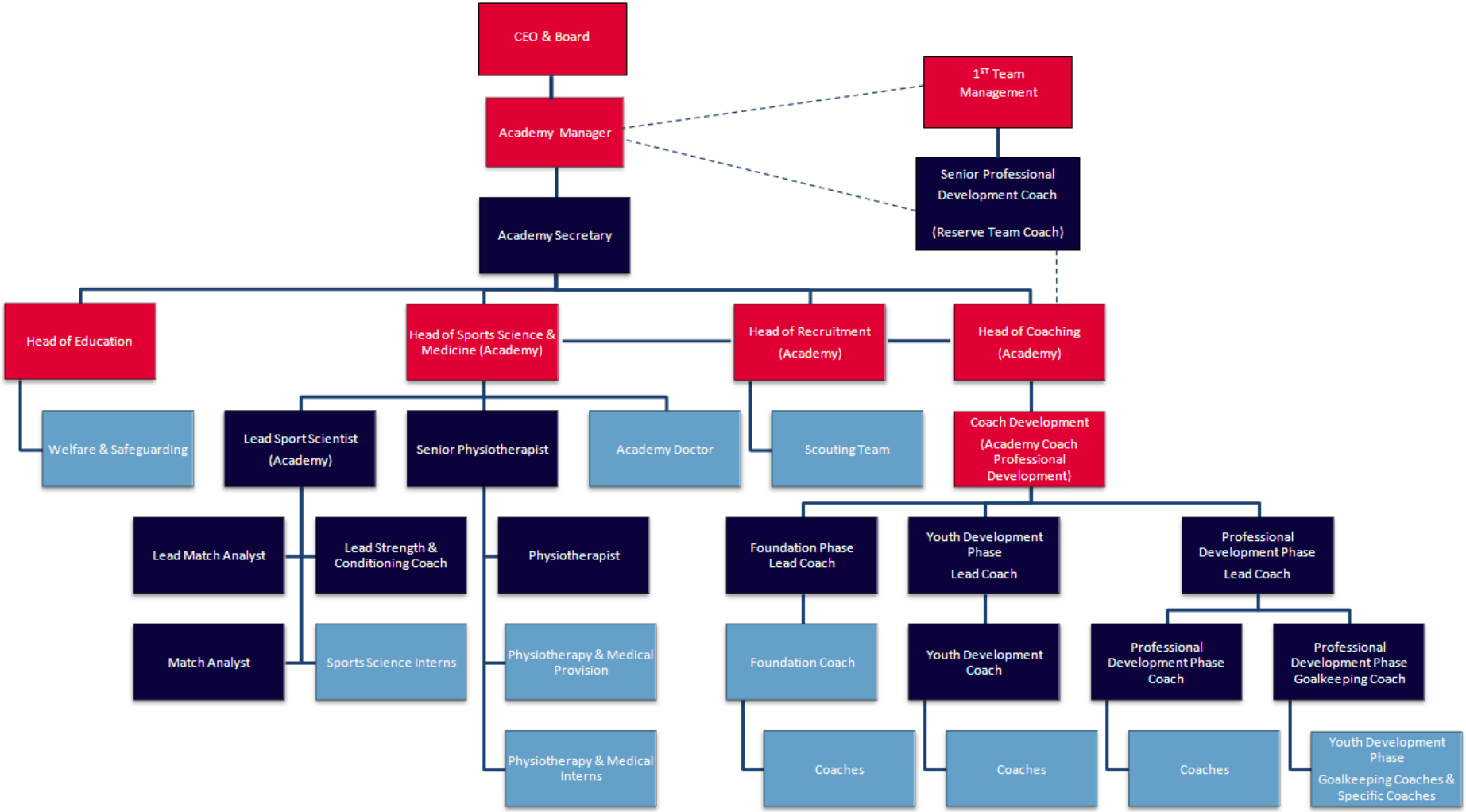
12.4 EXAMPLE STAFFING MODELS

12.4.1 Category 1 Academy: Example Staffing Model



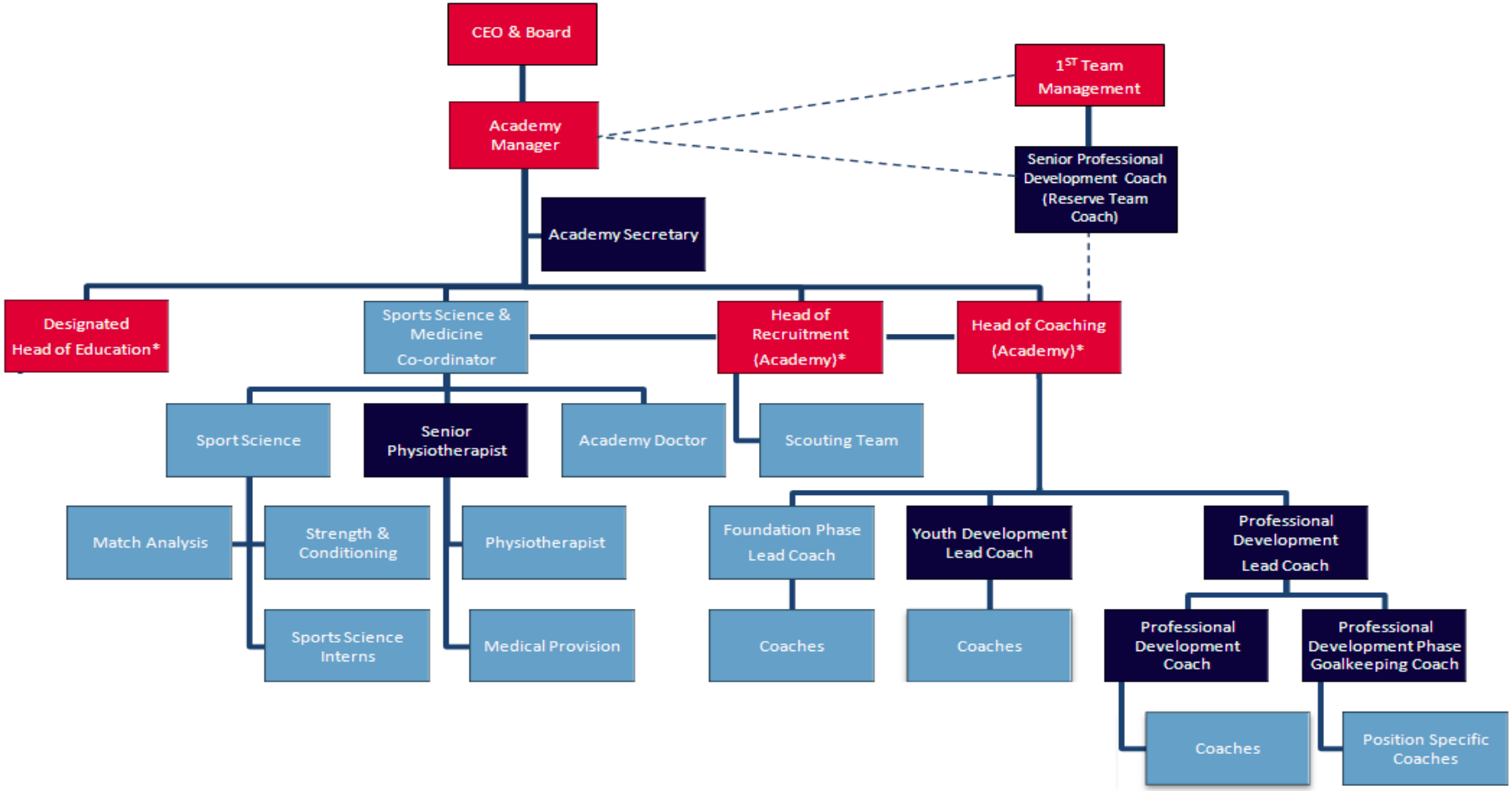
Key
Senior Management of the Academy
Full time appointments of the Academy
Part time appointments of the Academy

12.4.2 Category 2 Academy: Example Staffing Model



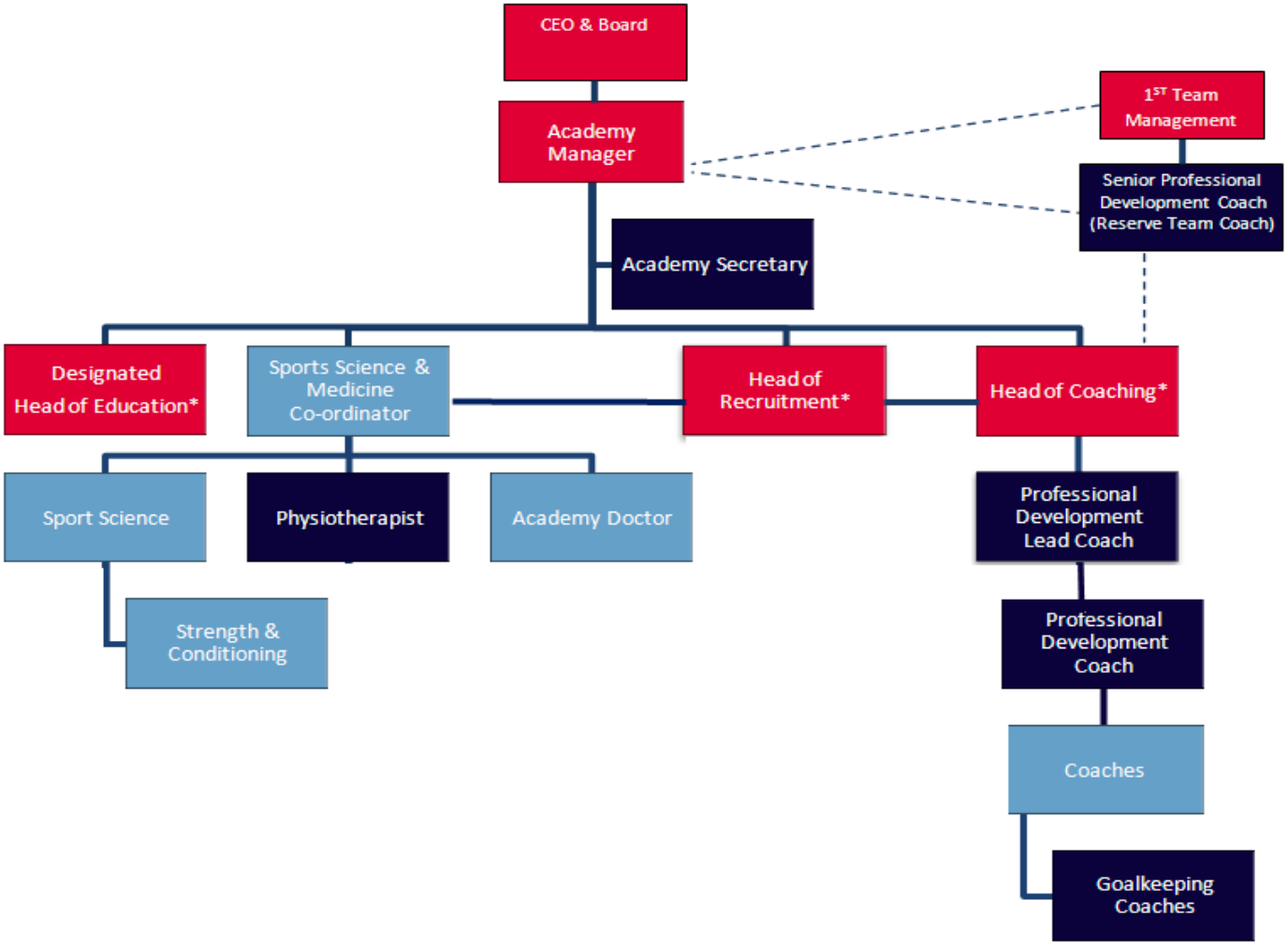
Key
Senior Management of the Academy
Full time appointments of the Academy
Part time appointments of the Academy

12.4.3 Category 3 Academy: Example Staffing Model



Key
Senior Management of the Academy
Full time appointments of the Academy
Part time appointments of the Academy
* Could be a part time appointment

12.4.4.Category 4 Academy: Example Staffing Model



Key
Senior Management of the Academy
Full time appointments of the Academy
Part time appointments of the Academy
* Could be a part time appointment

12.5 REQUIREMENTS – STAFFING

1. **Each Academy should establish its own staffing model. (Example Staffing Models have been provided in Section 12.3 as guidelines rather than prescriptive solutions for each of the proposed Categories of Academy)**
2. **Each Club should develop an Academy Management Team**
3. **The establishment of a Technical Board to link the Academy to the wider club and ensure its approach is consistent with the club's Football Philosophy is recommended**
4. **Each Academy should deploy a specialist coach to lead the coaching at each Phase of the Performance Pathway**
5. **In each Category 1 and Category 2 Academy, a full time Coach Developer or existing specialist resource employed from within the Academy should be identified to lead and coordinate the development of a coherent CPD programme for all coaches**
6. **Category 1 and 2 Academies delivering extended access to coaching in the Foundation Phase should deploy a minimum of two dedicated full time age/phase specialist Coaches**
7. **In each Category 1 and Category 2 Academy, a Head of Sports Science and Medicine should be deployed or the Academy should demonstrate an equivalent resource if it adopts an alternative structure**
8. **In each Category 1 and Category 2 Academy a full time Lead Sports Scientist or equivalent resource should be deployed**
9. **In each Category 1 and Category 2 Academies, a minimum of two full time match analysts are proposed**
10. **Retain the existing arrangements currently adopted by Academies for the deployment of Chartered Physiotherapists and Doctors**
11. **A fully licenced Senior Professional Development coach (Reserve Team Coach) linking the Academy to the First Team should be appointed at all clubs**

13. FACILITIES

The infrastructure of the Academies and Centres of Excellence has been built within a relatively short time scale. Facilities have been shaped to meet the requirements set by the 'Charter for Quality'. Most clubs have met the requirements of the Charter and some have significantly surpassed the original template. Unfortunately, some clubs have been unable to achieve the recommendations of the Charter set in 1998.

The widespread investment in a network of purpose built youth facilities across the professional game has been arguably one of the great successes of the Charter. The existing facilities are based broadly on two tiers of provision with the Academies required to provide extended facilities compared with those of the Centres of Excellence. Whilst the provision of facilities has improved as a whole, there are clubs that have invested significantly beyond the minimum standards outlined in 1998.

In order to provide a modernised Academy system, a reassessment of the current arrangements is required. The facility requirements will need to reflect the four categories of Academy that are being proposed. Many of the Rules and Regulations relating to technical facilities will remain unchanged, however, there is a focus on the development of age appropriate facilities throughout this proposal and the need for age specific pitches has been highlighted in the Games Programme. This will be reflected in the facility requirements for the new classified Academies.

It is anticipated that the most significant change in facility requirements will come for those clubs that aspire to develop a Category 1 Academy. They will need to consider the development or extension of classrooms on or very close to the training facilities. There will also be a need to provide housing solutions for players in full time training and this may require the construction of dedicated accommodation at or near the training ground.

The Rules and Regulations relating to existing indoor facilities will not be changed. The minimum requirements to construct a 60 x 40 yards indoor area will be retained. However, where clubs are developing new indoor facilities it is strongly recommended that dimensions would ideally be to create a full size playing surface (minimum 100 x 50 yards). A number of Academies have already moved to this specification and it is expected that others will follow as the need for upgrading and redevelopment comes through. The detailed facility specifications are attached in the following tables.

13.1 FACILITIES - SUMMARY TABLES

13.1.1 Category 1 Academy: Facilities Summary Table

Category 1	Accessibility	Grass Pitches	Artificial Turf Pitches	Indoor Match and Training Area	Changing Rooms	Team Meeting Room	Guest Lounge
Description	Facilities to be available for Academy use when required Daytime, evening and weekend availability required	Pitches to be available as per current Academy Rules Appropriately sized small sided pitches for those within the Foundation and early Youth Development Phase to be available Designated goalkeepers grass training area	As per current arrangement with additional flood light capacity (dependant on planning permission)	As per current Rules	As per current Rules	Classroom sized area	A lounge for parents and guardians to be made available at each 'open' training session and match
Technical Implications / Requirements		Suitably proportioned pitches for all players A training ground show pitch with flood lights (dependant on planning permission)	Flood lit enabled artificial turf pitch	To be housed within the confines of the Academy site Minimum requirements 60 x 40 yards A full size pitch (min 100 x 50 yards) highly recommended		Room quipped with IT provision, i.e. interactive screen, audio /visual equipment (projector), web access, computer terminals	Room with seating for 50 with access to refreshments and toilet facilities

13.1.1 Category 1 Academy: Facilities Summary Table cont...

Category 1	Match Analysis Suite	Medical Treatment & Examination areas	Sports Science Lab	Conditioning Gymnasium	Sports Science Meeting Office	Administration Office	Accommodation	Classrooms
Description	The use of a fully equipped Analysis suite will be required for players and staff, particularity those within the Youth Development and Professional Development Phase	Exact specification to be guided/agreed by the Sports Science and Medicine advisory Group				IT enabled office based in the Academy. Providing office space for staff identified within the detailed staffing plan Access to a private meeting room available for player reviews	Based on site or in close proximity to the Academy and education provider Accommodation used must adhere to best practice guidelines.	A minimum of three classrooms (when the Academy is recruiting nationally from U12)
Technical Implications / Requirements	Room with appropriate IT technology, ie interactive screen, audio /visual equipment (projector), web access, computer terminals. Capacity for a minimum of 30					Office space to reflect the number and the requirements of staff employed at the Academy.		All classrooms to have IT capability Classrooms to conform to DfES requirements Room provision to reflect squad numbers in each age category

13.1.2 Category 2 Academy: Facilities Summary Table

Category 2	Accessibility	Grass Pitches	Artificial Turf Pitches	Indoor Match and Training Area	Changing Rooms	Team Meeting Room	Guest Lounge
Description	Facilities to be available for Academy use when required Daytime, evening and weekend availability required	Pitches to be available as per current Academy Rules Appropriately sized small sided pitches for those within the Foundation and early Youth Development Phase to be available Designated goalkeepers grass training area	As per current arrangement with additional flood light capacity (dependant on planning permission)	As per current Rules	As per current Rules	Classroom sized area	A lounge for parents and guardians to be made available at each 'open' training session and match.
Technical Implications / Requirements		Suitably proportioned pitches for all players .	Flood lit enabled artificial turf pitch	To be housed within the confines of the Academy site Minimum requirements 60 x 40 yards A full size pitch (min 100 x 50 yards) highly recommended.		Room with appropriate IT technology, i.e. interactive screen, audio /visual equipment (projector), web access, computer terminals.	Room with seating for 50 with access to refreshments and toilet facilities.

13.1.2 Category 2 Academy: Facilities Summary Table cont...

Category 2	Match Analysis Suite	Medical Treatment & Examination areas	Sports Science Lab	Conditioning Gymnasium	Sports Science Meeting Office	Administration Office	Accommodation	Classrooms
Description	The use of a fully equipped Analysis suite will be required for players and staff, particularity those within the Youth Development and Professional Development Phase	Exact specification to be guided/agreed by the Sports Science and Medicine advisory Group				IT enabled office based in the Academy. Providing office space for staff identified within the detailed staffing plan Access to a private meeting room available for player reviews	Where the Hybrid Training Model requires part time housing - suitable accommodation will be required	A minimum of two classrooms
Technical Implications / Requirements	Room with appropriate IT technology, ie interactive screen, audio /visual equipment (projector), web access, computer terminals Capacity for a minimum of 30					Office space to reflect the number and the requirements of staff employed at the Academy.		Two classrooms to be made available (one of which must conform to DfES requirements) All to have IT capability.

13.1.3 Category 3 Academy: Facilities Summary Table

Category 3	Accessibility	Grass Pitches	Artificial Turf Pitches	Indoor Match and Training Area	Changing Rooms	Team Meeting Room	Guest Lounge
						Can be one and the same	
Description	Facilities to be available for Academy use when required. Evening and weekend availability in Foundation and Youth Development Phases. Daytime availability required in the Professional Development Phase	. Pitches to be available as per current Academy Rules Appropriately sized small sided pitches for those within the Foundation and early Youth Development Phase to be available Designated goalkeepers grass training area	Access to and use of a flood lit enabled artificial turf pitch	Access to and use of an indoor training facility containing an artificial pitch as per current Rules	As per current Rules	Classroom sized area	A lounge for parents and guardians to be made available at each 'open' training session and match.
Technical Implications / Requirements		Suitably proportioned pitches for all players	Flood lit enabled artificial turf pitch Can be hired or housed off site	Access to an indoor training pitch, during the months of November to April Can be hired or housed off site		Room with appropriate IT technology, i.e. interactive screen, audio /visual equipment (projector), web access, computer terminals.	Room with seating with access to refreshments and toilet facilities.

13.1.3 Category 3 Academy: Facilities Summary Table cont...

Category 3	Match Analysis suite	Medical Treatment & Examination areas	Sports Science Lab	Conditioning Gymnasium	Sports Science Meeting Office	Administration Office	Accommodation	Classrooms
Description	Recommended but not mandatory	Exact specification to be guided/agreed by the Sports Science and Medicine advisory Group				Access to IT enabled offices for staff identified within the detailed staffing plan Access to a private meeting room required for player reviews	n/a	Not mandatory however access to study area required
Technical Implications / Requirements	n/a					Office space to reflect the number and the requirements of staff employed at the Academy		IT capability in study area

13.1.4 Category 4 Academy: Facilities Summary Table

Category 4	Accessibility	Grass Pitches	Artificial Turf Pitches	Indoor Match and Training Area	Changing Rooms	Team Meeting Room	Guest Lounge
						Can be one and the same	
Description	Facilities to be available for Academy use when required Daytime, evening and weekend availability required	Two full sized match pitches and appropriate grass training areas Designated goalkeepers grass training area.	Access to and use of a flood lit enabled artificial turf pitch required	Access to and use of an indoor training facility containing an artificial pitch as per current Rules	As per current Rules	Classroom sized area	A lounge for parents and guardians to be made available at each 'open' training session and match
Technical Implications / Requirements		Two full sized match pitches	Flood lit enabled artificial turf pitch Can be hired or housed off site	Access to an indoor training pitch, during the months of November to April Can be hired or housed off site		Room with IT technology, i.e. interactive screen, audio /visual equipment (projector), web access, computer terminals	Room with seating with access to refreshments and toilet facilities

13.1.4 Category 4 Academy: Facilities Summary Table cont...

Category 4	Match Analysis Suite	Medical Treatment & Examination areas	Sports Science Lab	Conditioning Gymnasium	Sports Science Meeting Office	Administration Office	Accommodation	Classroom
Description	n/a	Exact specification to be guided/agreed by the Sports Science and Medicine advisory Group				Access to IT enabled offices for staff identified within the detailed staffing plan Access to a private meeting room required for player reviews	n/a	Not mandatory however access to study area required
Technical Implications / Requirements	n/a					Office space to reflect the number and the requirements of staff employed at the Academy		IT capability in study area

13.2 REQUIREMENTS – FACILITIES

1. **Each Academy should provide access to age appropriate facilities particularly in the Games Programme**
2. **Each Category 1 Academy will need to consider the development of new relationships with education providers. Where there are no existing education providers the development of bespoke classroom facilities on or very close to the training facilities will require specific consideration**
3. **Each Category 1 Academy will need to provide housing solutions for the players in full time training. Clubs may choose to utilise existing arrangements but where these do not exist or where they are not appropriate, clubs may need to consider the development of dedicated accommodation on or near the training ground**
4. **Clubs will not be required to retrospectively upgrade existing Indoor Facilities and the minimum indoor dimensions established in 1998 will be acceptable**
5. **Detailed facilities specification will be carried in the Rules and Regulations relating to each Category of Academy**

14. FINANCIAL SUSTAINABILITY

14.1 FINANCIAL TEMPLATE

A standard template of Youth Development Costs has been produced, based on 6 broad sections (below). The template is designed to provide a common basis for collecting and analysing costs on a like for like basis.

Premier League clubs have provided completed templates based on the following sections of budgeted expenditure on Youth Development for Season 2010/11. The recommendation is that the template be introduced across all clubs as part of the Modernisation process from Season 2012/13.

Financial Template
Section 1 : Employment Costs (Players, Coaching, Scouting, Academy Management)
Section 2 : Travel Costs
Section 3 : Medical and Medical Insurance Costs
Section 4 : Training and Development Costs
Section 5 : Direct Overheads
Section 6 : Depreciation

Allocated overheads, such as shared facilities and central costs whilst justifiably constituting an acceptable element of overall costs, are not sufficiently defined from club to club and so have therefore been excluded from the financial analysis for the purposes of making meaningful comparisons between clubs.

14.2 METHODOLOGY

The EPPP indicates the levels of resource that would typically be required to achieve each Category of Academy. By extracting the details of the proposals in the EPPP and utilising the financial information developed thus far through the standardised financial analysis for 2010/11, indicative costs of the proposed new system are presented in **Chart 6.**

In order to reflect the variable spend that clubs may commit to the modernised youth system, **Chart 6** provides indicative spend for relatively low and relatively high spending clubs in each of the proposed Categories of Academy.

Due to the individual ambitions of clubs, some clubs will spend significantly more than the figures presented as they strive to become world leading. Other clubs may spend less than the indicative spend due to their own specific circumstances but may still aspire to meet the requirements of the audit process in terms of achieving a specific classification for their Academy.

It is assumed that when a club applies for a specific classification it will have already made the necessary major capital investments into the football specific facilities required for the relevant category, in line with the Regulations first established in 1998 and reaffirmed in Section 13 – Facilities.

Chart 6: Indicative Cost Model based upon expenditure drawn from the EPPP
Based on Average cost per category (£000's)

		Category 1		Category 2		Category 3		Category 4
	Note	High Spend	Low Spend	High Spend	Low Spend	High Spend	Low Spend	Typical
Employment Costs								
Players	a	700	150	150	100	100	50	50
Recruitment	a	500	150	100	75	0	0	0
Coaching	b	770	550	330	200	150	130	115
Academy Management Team (AMT)	b	280	200	180	160	90	40	40
Sports Science and Medicine	b	240	200	190	135	50	25	25
Education	b	250	150	100	75	0	0	0
Total Employment Costs		2,740	1,400	1,050	745	390	245	230
Accommodation and Travel	a	700	475	225	175	75	30	15
Medical	a	150	50	25	25	25	25	25
Training & Development Costs	a	600	125	125	50	50	15	15
Direct Overheads & Depreciation	a	750	250	350	25	0	0	0
TOTAL EXPENDITURE		4,940	2,300	1,775	1,020	540	315	285

Notes

a. No change to current 2010/11 expenditure, as per club submissions within the Standard Financial Templates.
b. Adjustment to current expenditure to reflect the implementation of the EPPP.

14.3 INDICATIVE COST MODEL

The Indicative Cost Model (**Chart 6**) provides for ten expenditure lines. These lines are drawn from the standard template used to define current expenditure for Season 2010/11 and by adjusting current expenditure to reflect the cost implications associated with the proposed introduction of the EPPP.

14.3.1 Employment Costs

The line **Players** refers to the specific expenditure on Academy players and **Recruitment** refers to spend on scouting and recruitment activities undertaken by the Academy (employment costs related to recruitment are accounted for under the AMT and Sports Science and Medicine lines). Whilst the cost for players and recruitment increases from Category 4 to 1, there is no significant change from the Current Club Expenditure (CCE), submitted in the financial templates to the indicative costs of the EPPP.

The standard financial template provides for a focus upon the variable costs of the Academy, specifically, but not uniquely, employment. Season 2010/11 figures demonstrate that expenditure on employment typically account for over 60% of the overall costs of an Academy.

The employment models for each of the proposed categories of Academy provided in the Staffing Section of the EPPP provide the basis for assumptions about potential future personnel costs. The employment costs in **Chart 6** have been divided into the following lines, which reflect the proposals within the EPPP:

Coaching
Academy Management Team
Sports Science and Medicine

Coaching: Whilst the indicative costs in **Chart 6** generally rise according to the category from 4 to 1 and also in terms of the lower and higher spend within each category, there is one notable exception to this pattern. It is assumed that given the EPPP focus on the delivery of greater access time to coaching within every category, coaching costs would increase across the youth system as a whole.

The **Education** line indicates increased costs according to the level of category. It is anticipated that Category 1 Academies will be delivering a full time Education Programme to players U15 onwards and therefore there is an expectation that these Academies will incur greater costs than other categories. Likewise the proposed Hybrid Training Model which will be a feature of the Education Programme in Category 2 Academies will mean that education costs will increase for Category 2 compared to Category 3. There would be no specific education costs for a Category 4 Academy.

14.3.2 Other Costs

The costs for **Accommodation and Travel** differ greatly between each category. It is assumed that accommodation costs will increase dramatically for Category 1 compared to the other categories as they will be tasked with delivering a full time programme and will have the opportunity to recruit nationally on the basis that appropriate accommodation is provided for players who are recruited from outside the current time/distance limit.

Travel costs may actually reduce for the Category 1 Academies whilst increasing for Category 2 where there is more access time to local players. Category 3 travel costs should reflect current expenditure.

The **Medical** line refers specifically to costs for doctors. It assumes extended provision for Category 1 Academies, reducing in frequency and therefore cost from Category 1 to Category 4. There is no significant change from the CCE, submitted in the financial templates to the indicative costs of the EPPP.

All other support service costs are calculated under **Sports Science and Medicine** and include all the services as defined in under Sports Science and Medicine in the glossary of terms to this document.

The costs for **Depreciation and Overheads** have been calculated by using the CCE presented in the financial templates for 2010/11. It is assumed that these costs would not change significantly from the old to the modernised system. The rising costs presented in **Chart 6** reflect the current profile for Academies and Centres of Excellence where Depreciation and Overheads differ according to the local infrastructure. Little or no depreciation reflects clubs where infrastructure is hired rather than owned.

It is also assumed in **Chart 6** that whilst other costs may reduce to compensate for the lower spending of an Academy within a given category, clubs would secure their core expenditure on coaching so as to maintain the contact time with players as a priority.

	Indicative Range of Overall Academy Costs/Year	
	Low Spend	High Spend
Category 1 Academy	£2.3m	£4.9m
Category 2 Academy	£1.0m	£1.8m
Category 3 Academy	£315k	£540k
Category 4 Academy	Entry level £285k	

Overall costs for Category 2 Academies are reduced compared to Category 1 as staffing of the Academy Management Team is reduced in size and salary costs. With lower access time for coaching in this category, the allocation of staff to coaching is similarly reduced from the Category 1 Academy where the full time programme will be delivered.

14.4 REQUIREMENTS – FINANCIAL SUSTAINABILITY

1. **Each Academy will be required to provide annual accounts to the Leagues based upon the Financial Template**
2. **Each Academy will provide the annual accounts based upon the Financial Template to the ISO when they are audited**
3. **The Leagues will produce benchmarked club by club information with regards to expenditure on Youth Development on an annual basis**

15. SUMMARY OF REQUIREMENTS

SECTION 3: THE ELITE ENVIRONMENT

1. The Board of each club should approve and annually review the performance of their Academy
2. The Academy Manager should report to the CEO at the club
3. Each club should develop its own Football Philosophy, which defines the playing objectives of the club
4. The Academy Manager, working with senior staff should establish a club's own Academy Performance Plan identifying the long term strategy and performance targets for the Academy
5. The Academy Performance Plan should be communicated across all levels at a club
6. The Academy Performance Plan should identify clear and measureable performance outcomes consistent with the culture and Football Philosophy of the club
7. Each Academy (according to its classification) should develop an Academy Performance Plan which provides players with a coherent and holistic coaching and support programme across each phase of the Performance Pathway
8. An online Performance Management Tool will be developed in Season 2011/12 to support the proposed changes and efficient management of the Academy System. The Performance Management Tool will be implemented in Season 2012/13
9. All players in the Academy System will be entitled to access a Performance Clock. The Performance Clock will be developed as part of the Performance Management Tool and be available for Season 2012/13. The introduction of Performance Clocks will enable each Academy to accurately measure the quality of progression and development opportunities provided to each player
10. Each Academy will deliver a core Coaching Programme, supported by Education and Games Programmes and Sports Science and Medicine services
11. Each Academy will introduce multidisciplinary, 12 week reviews as a core player entitlement from U9
12. Each Academy will introduce multidisciplinary, six week reviews as a core player entitlement from U12

SECTION 4: EFFECTIVE MEASUREMENT

1. An Independent Standards Organisation (ISO) will be appointed in Season 2011/12. Its role will be to measure and audit the effectiveness of the overall Academy System
2. The ISO will evaluate each Academy via the in depth assessment of 10 Key Performance Indicators (KPIs)
3. An online Audit Tool will be developed. The Audit Tool will be shared with all Academies during Season 2011/12. The Audit Process will commence in Season 2012/13
4. Each club will be provided with an analysis of productivity on an annual basis, this information will be benchmarked. The first club productivity reports will be provided during Season 2011/12
5. The FA, working with the PL and the FL, will implement a system of licensing for coaches in the Academy System
6. The new FA Youth Awards, designed specifically for specialist coaches working in the three phases of the Performance Pathway will provide a bespoke coach education

curriculum for coaches working in the Academy System. The FA Youth Awards will be fully implemented in Season 2012/13

7. Each Academy will implement an in house CPD programme for each licensed coach at the Academy

SECTION 6: COACHING

1. The League will establish three Specialist Advisory Groups to provide further consideration of the Academy Coaching Programme in each of the Foundation, Youth Development and Professional Development phases of the Performance Pathway. The FA, the FL and other stakeholders (PFA, LMA, PCFA) will be invited to work with these groups during Season 2011/12

Access to Coaching

2. Access to coaching should meet the minimum recommended times across each Phase according to the Category of Academy
3. Access to coaching will be measured via the Audit Process

Coaching Quality

4. The FA will provide new Youth Coaching Awards
5. The new Coach Education courses will be designed to support coaches employed in the Foundation, Youth Development and Professional Development Phases and will be available to coaches from the start of Season 2012/13
6. Coaches working in the Academy System will be required to maintain a current licence
7. Coaches will be required to attend up to 16 hours of in-service training every three years to ensure that the licence is maintained and up to date
8. The maintenance of coaching licences will be monitored as part of the Classification Process
9. In addition to the mandatory 16 hours of in service training required to maintain the coaching licence, each Academy will provide ongoing in-house or external CPD opportunities for all coaches in line with the clubs own Football Philosophy

Coach Education

10. The new FA Youth Awards will be adopted as a prerequisite to employment of Academy coaches, where these awards are appropriate to the role
11. The Leagues and The FA will establish one national database providing updated information relating to the coach licenses of all coaches working in the Academy System. The national database to be established in Season 2012/13
12. The FA will provide mandatory in-service training of 16 hours every three years for all licenced coaches in the Academy System
13. All Academies will be required to demonstrate that each Coach has access to an individual CPD programme

Foundation Phase (U5 to U11)

14. All Development Centres will be monitored as an integral and fully regulated part of the Academy
15. Specific Rules and Regulations for the management and administration of the Development Centres will be included in the revised Rules and Regulations

16. Each Category 1 Academy will typically be required to create up to eight hours of coaching per week of which four hours will be provided during the Core Coaching Time
17. Each Category 1 and 2 Academy will need to demonstrate the full time employment of a minimum of two age/phase specialist coaches on the Academy staff in the Foundation Phase.
18. Each Category 2 Academy will typically be required to create up to five hours of coaching per week of which up to two hours of coaching will be provided during the Core Coaching Time
19. Each Category 3 Academy will typically be required to create up to three hours of coaching per week

Youth Development Phase (U12 to U16)

20. Each Category 1 Academy will be required to develop a Full Time Training Model for the Coaching Programme in this phase
21. Each Category 1 Academy will be required to adopt a new approach to the Education Programme to support the delivery of full time training
22. Category 1 Academy players accessing full time training will be required to live within close proximity of the principle training facilities during the season
23. Each Category 1 Academy will be entitled to recruit nationally onto the full time programme at U15 from Season 2012/13 and from U12 from Season 2014/15
24. Each Category 2 Academy will be required to develop a Hybrid Coaching Programme in this phase
25. Each Category 3 Academy will be required to develop a Part Time Coaching Programme in this phase

Professional Development Phase (U17 to U21)

26. Category 1, 2 and 4 Academies will be required to increase access to coaching to 16 hrs per week for all players in this phase
27. Category 3 Academies will be required to increase access to coaching to 12 hours per week in this phase
28. The appointment of dedicated Professional Development Coaches will be required in each Academy in this phase
29. The appointment of a Senior Professional Development Coach as a specialist appointment to work with players who are transitioning from the Academy to the professional game will be required for each club

SECTION 7: EDUCATION

1. The Head of Education should be a member of the Academy Management Team
2. Each Academy should provide players with educational support which is commensurate with the classification of the Academy and the Training Model the player is engaged in
3. Each Academy should develop an Education Programme which integrates with the Coaching Programme to allow for an increase in contact time with the player, commensurate to the classification of the Academy and the specific phase of the Performance Pathway
4. Each Academy will provide a Formal Education Programme which meets the specific needs of the player without compromise to his academic progression
5. Each Academy will provide an Informal Education Programme which not only supports academic achievement but also allows the development of personal and social skills

6. Each Category 1 Academy should choose from the range of education options for the delivery of their Education Programme to players engaged in the Full Time Training Model in the Youth Development Phase
7. Each Category 2 Academy should choose from the range of education options for the delivery of their Education Programme to players engaged in the Hybrid Training Model in the Youth Development Phase
8. Each Category 1 Academy should provide access to bespoke education facilities and accommodation for players engaged in the Full Time Training Model in the Youth Development Phase
9. Each Category 2 Academy should provide access to bespoke education facilities for players engaged in the Hybrid Training Model in the Youth Development Phase
10. The Education Programme for all players in the Professional Development Phase should reflect the individual player's academic potential and should be compliant with Government requirements on curriculum entitlement

SECTION 8: THE GAMES PROGRAMME

1. A flexible season for all Academy players up to U16 will be provided
2. A defined indoor season for the Foundation and Youth Development Phases of the Performance Pathway will be agreed each January for the following season
3. A defined summer and winter downtime for all players up to U16 will be agreed each January for the following season
4. A bespoke Games Programme will be delivered for each category of Academy
5. For PL clubs and Category 1 Academies, a new Premier Development League will be created. Participation will be a prerequisite for Category 1 Academy classification
6. A policy on Rules and Regulations relating to youth appropriate pitches and game formats must be agreed during 2011/12 ready for full implementation in the modernised Games Programme in 2012/13

The Foundation and Youth Development Phases

7. Travel times to games will be limited for Academies in the Foundation Phase
8. The festivals programme in the Foundation and Youth Development Phases will be expanded
9. There will be further consideration of the opportunities for Category 1 and 2 Academies to work closer with the ESFA (specifically in relation to junior school football in the Foundation Phase)
10. Greater access to an international Games Programme will be created for Category 1 and 2 Academies in the Youth Development Phase

The Professional Development Phase

11. U18 Leagues will be provided for all categories of Academy according to their classification
12. A Professional Development League will be launched in Season 2012/13. All PL clubs will be required to field a team in the Professional Development League. All Category 1 Academies will also be eligible for entry.
13. Greater access to an international Games Programme will be created for Category 1 and 2 Academies in the Professional Development Phase
14. A new Professional Development League will be created for Category 3 and 4 Academies

SECTION 9: SPORTS SCIENCE AND MEDICINE

1. A Specialist Advisory Group will be established to provide further consideration of the Sports Science and Medicine Programme
2. Introduce an interdisciplinary approach to the delivery of Sports Science and Medicine services across the Performance Pathway
3. In each Category 1 Academy, identify a Head of Sports Science and Medicine or equivalent resource to coordinate the Sports Science and Medicine Programme
4. In each Category 1 Academy, identify a Lead Sports Scientist or equivalent resource to coordinate the Sports Science Programme
5. Each Category 2, 3 and 4 Academy should identify and procure Specialist Sports Science and Medicine Services where there is no dedicated provision in the club
6. Introduce an audit of injuries across the Performance Pathway and within each Category of Academy
7. Pilot project to develop national protocols for physical testing in 2011/12

SECTION 10: WELFARE AND LIFESTYLE MANAGEMENT

1. Academies will appoint staff with specific responsibilities for welfare, safeguarding and lifestyle management
2. All Academies will ensure that there is clear policy for the appointment of staff to their Club and that all staff receive the necessary clearance and ongoing CPD around Safeguarding
3. Academies will develop programmes which reflect the holistic and social development of players and introduce a programme of staff CPD to support this
4. Academies will develop players' understanding of their responsibilities to the community as a whole
5. All accommodation provided for Academy players will be compliant with relevant legislation and links must be made to the relevant departments in their local authority
6. All Academies will have a clear policy regarding the transport arrangements within their club. This must be compliant with all current legislation and good practice guidelines in this area
7. All Academies will be responsible for ensuring that Tours and Tournaments are compliant with the relevant Rules and Regulations

SECTION 11: TALENT IDENTIFICATION AND RECRUITMENT

1. Establish the role of Head of Recruitment in each Academy
2. Provide a clear rationale for the talent identification approach which is consistent with the club's Football Philosophy
3. Provide training and development for recruitment, scouting and talent identification staff which underpins the club's priorities for talent identification based upon the club's Football Philosophy
4. The Leagues, working with the clubs, will monitor and regularly update data regarding the relative age bias that currently exists in the recruitment profile of players in England
5. Introduce systems to effectively track each player's movement to and from amateur football into and out of the Academy
6. A support programme will be operated by the leagues on behalf of the clubs for players released from the Academy System

7. Fully integrate Talent Identification and Recruitment with Coaching, Education, Sports Science and Medicine, and the Games Programme
8. Establish clear guidelines through the Rules and Regulations regarding access to the Games Programme for scouts and recruiters
9. A 'cooling off' period will be introduced between the signing and commencement of a player's registration form
10. The Premier League will produce a Parents/Guardians Charter and a Parents/Guardians Information Guide for trialists
11. All Academies will introduce a formalised induction procedure for players entering the Academy

SECTION 12: STAFFING

1. Each Academy should establish its own staffing model. (Example Staffing Models have been provided in Section 12.3 as guidelines rather than prescriptive solutions for each of the proposed Categories of Academy)
2. Each Club should develop an Academy Management Team
3. The establishment of a Technical Board to link the Academy to the wider club and ensure its approach is consistent with the club's Football Philosophy is recommended
4. Each Academy should deploy a specialist coach to lead the coaching at each Phase of the Performance Pathway
5. In each Category 1 and Category 2 Academy, a full time Coach Developer or existing specialist resource employed from within the Academy should be identified to lead and coordinate the development of a coherent CPD programme for all coaches
6. Category 1 and 2 Academies delivering extended access to coaching in the Foundation Phase should deploy a minimum of two dedicated full time age/phase specialist Coaches
7. In each Category 1 and Category 2 Academy, a Head of Sports Science and Medicine should be deployed or the Academy should demonstrate an equivalent resource if it adopts an alternative structure
8. In each Category 1 and Category 2 Academy a full time Lead Sports Scientist or equivalent resource should be deployed
9. In each Category 1 and Category 2 Academies, a minimum of two full time match analysts are proposed
10. Retain the existing arrangements currently adopted by Academies for the deployment of Chartered Physiotherapists and Doctors
11. A fully licenced Senior Professional Development coach (Reserve Team Coach) linking the Academy to the First Team should be appointed at all clubs

SECTION 13: FACILITIES

1. Each Academy should provide access to age appropriate facilities particularly in the Games Programme
2. Each Category 1 Academy will need to consider the development of new relationships with education providers. Where there are no existing education providers the development of bespoke classroom facilities on or very close to the training facilities will require specific consideration
3. Each Category 1 Academy will need to provide housing solutions for the players in full time training. Clubs may choose to utilise existing arrangements but where these do not

exist or where they are not appropriate, clubs may need to consider the development of dedicated accommodation on or near the training ground

4. Clubs will not be required to retrospectively upgrade existing Indoor Facilities and the minimum indoor dimensions established in 1998 will be acceptable
5. Detailed facilities specification will be carried in the Rules and Regulations relating to each Category of Academy

SECTION 14: FINANCIAL SUSTAINABILITY

1. Each Academy will be required to provide annual accounts to the Leagues based upon the Financial Template
2. Each Academy will provide the annual accounts based upon the Financial Template to the ISO when they are audited
3. The Leagues will produce benchmarked club by club information with regards to expenditure on Youth Development on an annual basis

APPENDIX

A. CURRENT FOOTBALL LEAGUE CLUBS PRODUCTIVITY POINTS (1998/99 - 2009/10)

CURRENT FOOTBALL LEAGUE CLUBS PRODUCTIVITY RANK COMPARISION

1998/99 – 2003/04 v 2004/05 v 2009/10

FOOTBALL LEAGUE - CHAMPIONSHIP

Club	Productivity Ranking (92)* 1998/99 - 2003/04	Productivity Ranking (92)* 2004/05 - 2009/10	+/-
A	6	36	(30)
B	7	5	2
C	9	32	(23)
D	10	29	(19)
E	13	18	(5)
F	14	21	(7)
G	20	11	9
H	21	55	(34)
I	24	16	8
J	27	49	(22)
K	30	65	(35)
L	32	9	23
M	33	19	14
N	37	50	(13)
O	40	20	20
P	41	31	10
Q	43	34	9
R	49	64	(15)
S	51	17	34
T	62	71	(9)
U	71	45	26
V	72	53	19
W	73	62	11
X	83	81	2

FOOTBALL LEAGUE - LEAGUE ONE

Club	Productivity Ranking (92)* 1998/99 - 2003/04	Productivity Ranking (92)* 2004/05 - 2009/10	+/-
A	17	47	(30)
B	22	22	0
C	25	26	(1)
D	31	23	8
E	35	4	31
F	38	72	(34)
G	44	33	11
H	45	30	15
I	46	70	(24)
J	47	46	1
K	50	24	26
L	54	42	12
M	56	35	21
N	59	44	15
O	61	78	(17)
P	63	73	(10)
Q	65	74	(9)
R	69	66	3
S	70	84	(14)
T	76	75	1
U	79	48	31
V	84	83	1
W	85	87	(2)
X	89	88	1

FOOTBAL LEAGUE - LEAGUE TWO

Club	Productivity Ranking (92)* 1998/99 - 2003/04	Productivity Ranking (92)* 2004/05 - 2009/10	+/-
A	18	12	6
B	26	76	(50)
C	48	52	(4)
D	53	61	(8)
E	55	27	28
F	58	57	1
G	60	54	6
H	64	51	13
I	66	67	(1)
J	67	58	9
K	68	37	31
L	74	59	15
M	75	90	(15)
N	77	82	(5)
O	78	77	1
P	80	68	12
Q	81	41	40
R	82	69	13
S	86	86	0
T	87	79	8
U	88	89	(1)
V	90	85	5
W	91	92	(1)
X	92	91	1

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