

# CLUB LICENSING MANUAL TOOLKIT 2019

## SPO 1.01 - Approved Youth Development Programme

### A – CONTEXT AND AIM OF THE CRITERION

Clubs must have in place a Youth Development Programme which focuses on educating and training players effectively. Each club must have in place a Youth Development Programme either within their own club or through an affiliation agreement. This toolkit contains examples which can be used to assist in the drafting of the Youth Development Programme. The Youth Development Programme must be approved by the FAI Technical Department. The notes below will assist clubs in drafting their Youth Development Programme. When drafting the Youth Development Programme a club must also take into consideration the FAI Player Development Toolkit which will form the basis for UEFA Solidarity Funding. The process for the distribution of UEFA solidarity funding is described in the FAI Player Development Toolkit.

### **Criteria:**

#### **APPROVED YOUTH DEVELOPMENT PROGRAMME**

The licence applicant must have a written youth development programme approved by the FAI. This football education programme must include at least the following:

- a) Objectives and youth development philosophy;
- b) Organisation of youth sector (organisational chart; bodies involved, relation to club, youth teams etc.);
- c) Personnel (technical, medical and administrative etc.) and required minimum qualifications;
- d) Infrastructure available for youth sector (training and match facilities, others);
- e) Financial resources (available budget, contribution by club, players or local community etc.);
- f) Football education programme for the different age groups (playing skills, technical, tactical and physical);
- g) Education programme on the “Laws of the game”;
- h) Education programme on anti-doping;
- i) Education programme on integrity.
- j) Medical support for youth players (incl. medical checks);
- k) Review and feedback process to evaluate the results and the achievements of the set objectives;
- l) Timeframe of the programme (at least 3 years but maximum 7 years).

The youth development programme must further show the commitment and support of the licence applicant for mandatory and complementary school education of youth players through the introduction of the following mandatory provisions:

- a) the licence applicant ensures that every youth player involved in its youth development programme has the possibility to follow regular school education;

- b) the licence applicant ensures that every youth player involved in this youth development programme is not prevented from continuing his non-football education (complimentary school education or profession).

***Approval by the FAI***

The Youth Development Programme must be defined in writing and be approved by the competent body of the club, which also sets the timeframe of the program (see j below). The club must submit the Youth Development Programme to the FAI for approval.

## **B – GUIDANCE ON HOW TO COMPLY WITH THE CRITERION**

### **a) Objectives and youth development philosophy**

The Youth Development Programme specifies the approach and strategic objectives towards youth football education of the club (incl. the affiliated leagues / clubs).

- As a key principle, youth football education should focus on the development of the individual players;
- The development of the young players must stand at the forefront, the sporting results are of secondary importance ('development before results');

Issues to be considered when setting realistic and measurable objectives:

- Development stage of youth football within the FAI;
- The physical development of a youth player (age, adolescence etc.);
- Meeting the young players' needs;
- Cooperation with youth development programmes of the FAI;
- Fixing different objectives for the different age groups;
- Overall objectives should be further broken down into specific objectives in areas such as technical, tactical, physical, mental, personal and lifestyle.

#### **Examples:**

##### **Overall Objectives of our Youth Football Education**

Our football education programme provides an opportunity for local talents to take the next step along the pathway towards excellence.

Our youth football education system aspires to create a fun, technically based, pressure free learning environment with a high degree of professional standards and disciplines that is dedicated to a holistic development of youngsters and coaches.

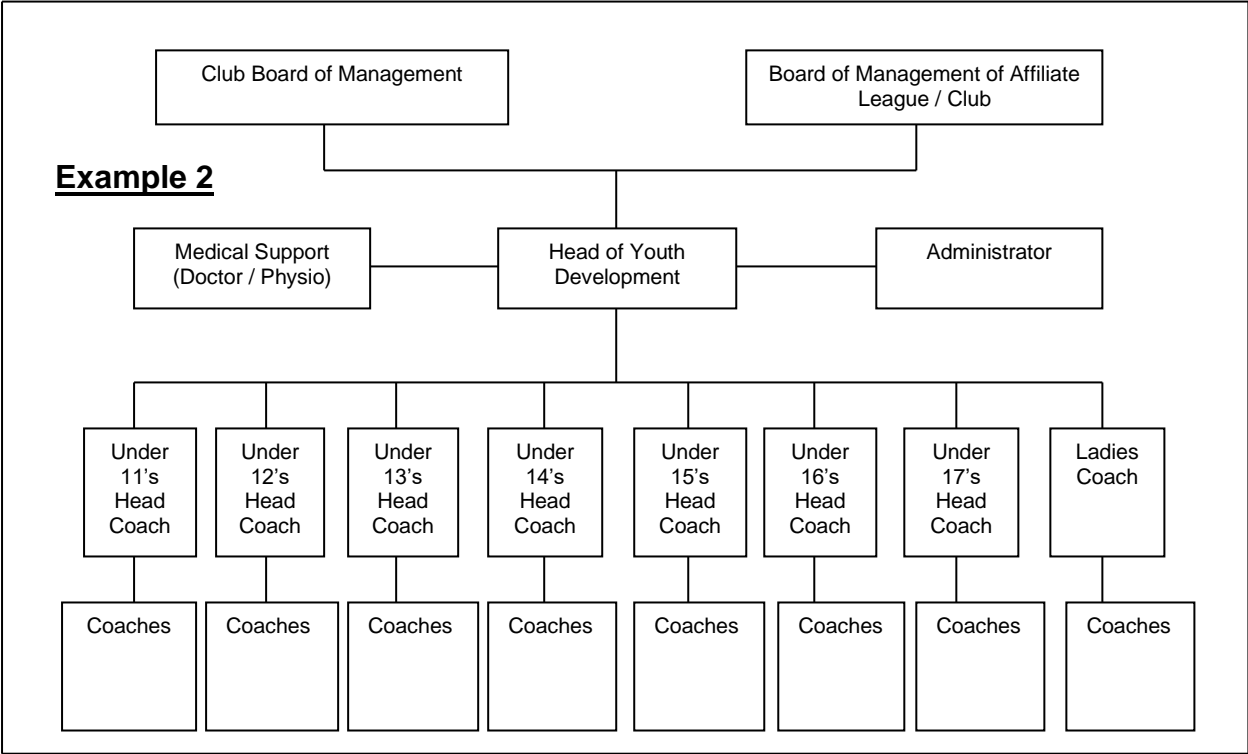
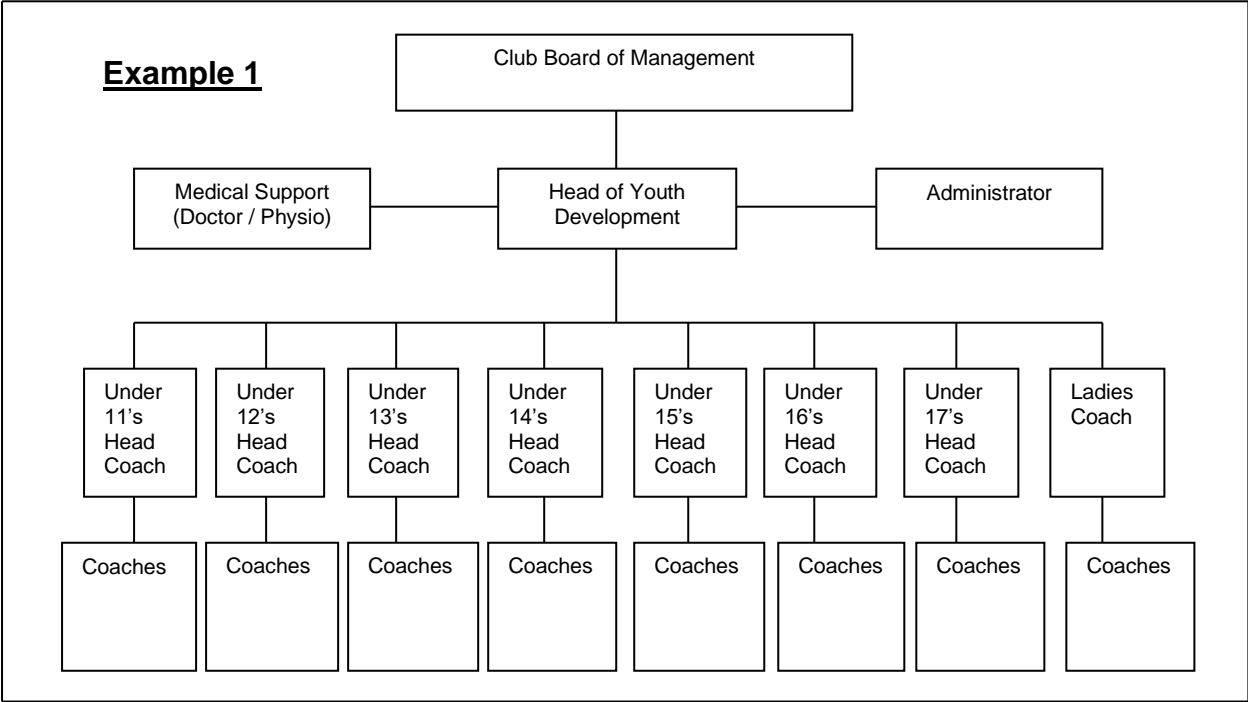
##### **Youth Football Philosophy of our Club**

- (1) The player stands at the foreground of the football education
  - then the team,
  - then the club,
  - then the success of the team.
- (2) The major factors of the individual football education are:
  - Quality of training;
  - Appropriate competition profile;
  - Appropriate competition intensity;
  - International comparisons;
  - Quality of team colleagues.

**b) Organisation of youth sector (organisational chart; bodies involved, relation to licence applicant, youth teams etc.)**

The Youth Development Programme illustrates the organisational structure of the youth sector and where it is situated within the club, typically by way of an organisation chart including all the different teams, coaches, staff and involved externals (e.g. affiliated clubs, medical support, regional/national training centres).

**Examples:**



**c) Personnel (technical, medical and administrative etc.) and required minimum qualifications**

The Youth Development Programme describes the personnel involved (incl. football education staff if any) and describes their required profile, qualifications and responsibilities (e.g. terms of references);

The minimum qualification requirements for the staff members involved in youth football which are set in the National Club Licensing Manual may be specified (See PAD 2.03, PAD 2.04, PAD 2.05, PAD 2.06, PAD 2.07, PAD 2.08, PAD 2.09).

**d) Infrastructure available for youth sector (training and match facilities, others)**

The Youth Development Programme describes the available facilities for training and home matches of the youth teams as required in the National Club Licensing Manual (See INF 3.02);

Any other facilities available for the youth football (e.g. fitness centres, facilities for theoretical education, internal school) are also specified;

**e) Financial resources (available budget, contribution by club, players or local community etc.)**

The Youth Development Programme includes the available annual budget dedicated to its youth football programme. Contributions of sponsors, local community, etc. may also be specified as well as any contributions to be paid by the participants if applicable. A full breakdown of budget must be submitted.

**f) Football education programme for the different age groups (playing skills, technical, tactical and physical)**

The Youth Development Programme specifies how the objectives of the different age groups are achieved and describe more in detail the content of such specific football education. Football education for all age groups is contained in the FAI Emerging Talent Programme.

## Examples:

<b>Age Group 10 – 14</b> <b>Motto: “Training to train”</b> <b>Aim: Consolidate basic football skills, introduce basic elements of tactics and build aerobic base and strength</b>	
<b>Technical:</b> <ul style="list-style-type: none"> <li>- Individualisation of skills training to address strengths and weaknesses;</li> <li>- Consistency in performing skills/ techniques: passing, dribbling and control;</li> <li>- Perform skills under competitive conditions;</li> <li>- Develop techniques through tactical links;</li> <li>- Positional awareness in relation to ball and opposition;</li> <li>- Passing/possession, higher levels of ball control;</li> <li>- 1v1 dribbling technique.</li> </ul>	<b>Tactical:</b> <ul style="list-style-type: none"> <li>- Undergo the early stages of tactical preparation;</li> <li>- Implement basic team principles and positions: team shape;</li> <li>- Support, showing for the ball, movement off the ball;</li> <li>- timing of runs;</li> <li>- implement basic concepts of attack/ defence;</li> <li>- understand the rules of the game;</li> <li>- read and understand the game;</li> <li>- display an awareness of opposition;</li> <li>- implement concepts of width and depth.</li> </ul>
<b>Physical:</b> <ul style="list-style-type: none"> <li>- Emphasis on general and balanced physical conditioning;</li> <li>- Shoulder, elbow, chest, spine and ankle stability;</li> <li>- Flexibility training;</li> <li>- Good body posture;</li> <li>- Football-specific physical conditioning, i.e. stamina, speed, strength, suppleness;</li> <li>- Know how to train different components of fitness.</li> </ul>	<b>Mental:</b> <ul style="list-style-type: none"> <li>- Goal setting (short and medium term);</li> <li>- Imagery (practising and improving technique and self-confidence);</li> <li>- Relaxation (deep breathing);</li> <li>- Patience and control;</li> <li>- Concentration;</li> <li>- Continued positive reinforcement;</li> <li>- Basic anxiety control;</li> <li>- Focusing, self-talk and verbal cues;</li> <li>- Balanced and winning mentality.</li> </ul>
<b>Personal:</b> <ul style="list-style-type: none"> <li>- Interpersonal skills and learning to work in team environment;</li> <li>- Positive communication;</li> <li>- Discipline and personal responsibility;</li> <li>- Creative thinking;</li> <li>- Commitment to improve and achieve goals;</li> <li>- Personal responsibility.</li> </ul>	<b>Lifestyle:</b> <ul style="list-style-type: none"> <li>- Employ correct nutrition/hydration practices;</li> <li>- Time management;</li> <li>- Rest and recovery;</li> <li>- Balance playing with social and school;</li> <li>- Dealing with social issues, e.g. alcohol culture, peer pressure, job search, etc.;</li> </ul>

### g) Education programme on the “Laws of the game”

The Youth Development Programme specifies a clear statement of the club with regard to issues such as fair play, anti-racism and the laws of the game. It must detail how the youth players are educated on these topics and what the club expects from a youth player in this respect.

### h) Education programme on anti-doping

<http://www.uefa.org/protecting-the-game/anti-doping>

### i) Education programme on integrity

<http://www.uefa.org/protecting-the-game/integrity/index.html>

**j) Medical support for youth players (incl. medical checks)**

The Youth Development Programme describes the medical support available for the youth players. The clubs' youth development programme must cover at least the following issues related to the medical care of the youth team players:

- a) Name/address/phone number of the doctor responsible for the Youth Development Programme;
- b) Location of first-aid kit at stadium and training facilities;
- c) Location and contact details of closest hospital;
- d) Organisation of medical support at away matches;
- e) Responsibilities of youth coaches in case of accident/injury (e.g. first-aid, contact with parents);
- f) Education of youth players in first-aid and procedure in case of accident/injury;
- g) Doping prevention.

The club do not have to carry out medical checks on youth players. However, the club must ensure prompt medical care in case of emergency for all players of its youth teams.

**k) Review and feedback process to evaluate the results and the achievements of the set objectives**

The programme assessment must be described and should focus on two issues:

*1. Individual player assessment*

In order to measure the physical and technical progress of an individual player, the programme defines who will be assessed on what, when and how (e.g. technical test). The results have to be collected in a written report and discussed with the individual player in order to discuss his/her progress and define new objectives for him/her. See Player Assessment Form, Assessment Form, and Goalkeeper Assessment Form in the FAI Player Development Toolkit.

*2. Youth Development Programme assessment*

The Youth Development Programme must be assessed and evaluated annually, or on a more regular basis if necessary. This may be done through a feedback process. (e.g. questionnaire to be completed by the persons involved, e.g. youth players, coaches, parents). This process must be communicated to the FAI and should include any template forms used.

Based on the feedback, the club will decide if a change of the programme is necessary. Any major change in the Youth Development Programme needs the approval of the FAI.

**l) Timeframe of the programme (at least 3 years but maximum 7 years)**

The timeframe of the Youth Development Programme may be set between 3 to 7 years. This means it shall include long-term objectives, but allow the flexibility to change and improve as a result of the regular evaluations. In addition, the document shall have a defined starting date (e.g. season 2010/11).

### **Mandatory and complementary School Education**

The club must include in its Youth Development Programme a declaration confirming that it ensures:

- a) every youth player involved in its youth development programme has the possibility to follow the mandatory school education according to national law; and
- b) every youth player involved in this youth development programme is not prevented from continuing his complementary school education or profession.