



**Rochdale AFC**

**Academy Performance Plan 2019-20**

## RAFC Mission Statement

At Rochdale AFC, we see ourselves as the Town's 'Club'. By working as one, and playing with passion and commitment, we can continue to build a club our supporters and the community of Rochdale can be proud of, now and into the future.

Here at Rochdale AFC we take great pride in the strong bond, which exists between the club and the diverse communities of Rochdale and the surrounding area. The club is committed to supporting the Community Trust, our charitable arm, whom deliver a range of community focused and issue based activities across the Town, ensuring that we maintain and develop links to the wider general community of Rochdale promoting the value of sport and health and well-being programmes and engaging with our supporters of tomorrow.

# **“Our place in the culture of Rochdale”**

Rochdale AFC is a proud member of the everyday life for the people of Rochdale and is fully embedded in the history and culture of this working class community. The people of Rochdale are proud to have a Football League club in their community

With our successful Football in the Community Programme, and a thriving Academy which is always looking to provide opportunities for local players to represent the first team, we are constantly working in partnership with our community.

Therefore our Academy needs to reflect our values, and all players, staff and other members of the Academy are aware of these and to encourage players to conduct themselves accordingly when representing “The Badge”.

Rochdale takes its name from its position on the River Roche and is probably best known for its Co-op, the beginning of the Co-operative movement, which today still includes the well known national supermarket chain.

Rochdale is also well known for its textile industries including cotton, silk and wool and is twinned with Bielefeld in Germany and Tourcoing in France. Situated at the foot of the Pennines – also known as “the back-bone of England”.

Spotland Stadium is a local landmark where people can access affordable facilities and watch Football League and FA fixtures:

- Spotland Stadium was built in 1920 exclusively for Rochdale AFC, only having 1 stand the Main Stand. At one time it housed the smallest seated area in the football league.
- Spotland Stadium was originally named St Clements playing field initially used for cricket then from 1878 local rugby clubs.
- Football was first played at the ground in 1900
- Floodlights were installed in 1954, they were later replaced in 1971 costing £15,000. There was an official unveiling by Sir Matt Busby. The floodlights were then replaced in 1992.
- For many years the playing surface sloped work to rectify it was carried out during 1948/49 season.
- The summer of 2006 a new drainage system was installed.

# A Journey through the years.....

Rochdale AFC was formed following a public meeting, convened by Mr. Harvey Rigg and chaired by Mr Herbert Hopkinson, which was held in the Central Schools Council, Fleece Street on May 14th, 1907.

112 years later, the Club are currently experiencing the most successful spell in their entire history.

The 2019/20 season will be Dale's sixth consecutive season in the third tier of English football, their longest spell since the Football League changed to a four-division structure in 1958.

This period of success began in 2007, when former Youth Team Manager Keith Hill was appointed as First Team boss on a permanent basis.

In his first full season as Manager, Dale played at Wembley Stadium for the first time in the Club's history, as they reached the League Two Playoff Final in 2008.

Although missing out on a first promotion in nearly 40 years – and a second only in the Club's history – Dale would achieve third tier status in 2010, winning automatic promotion.

Hill left for Barnsley the following summer, but would return 18 months later, after Dale suffered relegation back to the basement division.

He steered Dale away from relegation out of the league after returning, and would become the Club's most successful Manager the following season, guiding Dale to another automatic promotion to League One.

Three top ten finishes in the third tier were followed by a miraculous escape from relegation in 2018, as Dale avoided the drop on the final day of the season, thanks to a goal from Joe Thompson, the local lad and Academy graduate who has beaten cancer – not once, but twice.

Hill and the Club parted ways in March of the 2018/19 season, with First Team Coach Brian Barry-Murphy stepping into the breach. A remarkable run of six wins in 11 games saw Dale maintain their League One status again, securing that sixth consecutive season in the third tier.

That success is a far cry from the humble beginnings of Rochdale AFC, which first saw success in 1911, winning the Lancashire Combination league.

Despite this, it took a decade for the Club to be accepted into the Football League, following its expansion of regional divisions in the third tier.

Dale's first Football League match took place on 27<sup>th</sup> August 1921, as they ran out 6-3 winners over Accrington Stanley.

The mid-1920s saw Dale flirt with promotion, but they ultimately fell short on each occasion.

Each campaign was helped by the fine goalscoring exploits of Albert Whitehurst. In five seasons he scored 117 league goals, 44 in season 1926/27 alone, the latter of which is still a Club record

Following the relative success of the mid-to-late 20s, the 1930s were poor by comparison. Not until 1939 did the team attain a league finish out of the bottom six and even then, it was only 15th place.

Following the conclusion of World War Two, the league was reformed, when the team once again played in Division Three North.

For the next five years, the team established itself as one of the more capable in the division. Although never achieving promotion they did finish in the top half of the table more often than not.

In 1958, before the Football League decided to scrap its regional structure and create four national divisions, Rochdale had narrowly missed out on promotion, but a tenth-place finish was good enough to ensure a place in the new-style Third Division.

Dale didn't last long in the restructured Division Three and were relegated after just one season, finishing bottom of the league with just eight wins.

The Club would remain in the league's bottom division for a further decade, but whilst plying their trade in this division they did set a piece of Football League history.

During the 1961/62 season they reached the final of the League Cup before losing to Norwich City over two legs. On the way they beat Southampton, Doncaster Rovers, Charlton Athletic, York City and Blackburn Rovers.

It wasn't until the 1968/69 season that Dale fans tasted success again, but this time it was the ultimate dream as the Club won promotion for the first time in its history.

The team didn't lose any of their opening seven league games, with Youth Team product Steve Melledew, who later joined Everton, scoring in five successive games in the process.

Dale drew a lot of games as opposed to winning them, but after Christmas the upturn started to gather pace, and when the legendary Reg Jenkins started to find his boots, the points soon came flooding Dale's way.

In February, a bold move by the Rochdale board saw the club invest £5,000 in Newport County striker Tony Buck. Buck, Jenkins and Dennis Butler scored the goals that ultimately propelled Dick Connor's side to a third-place finish. Promotion was secured with a final day 3-0 victory over Southend United.

The team lasted five seasons in Division Three – previously Dale's longest stay in the third tier before the current spell – before relegation at the end of the 1973/74 season.

Dark days followed at Spotland as the team failed to even finish in the top half of the league's basement division for 14 years. Attendances were poor and financial hardship hit home on more than one occasion.

The only real highlight from this dark era was when Steve Taylor won the Adidas Golden Boot in 1986 with 25 goals in 45 matches.

The Club was thrown into turmoil in the mid-80s when comedian Tommy Cannon (of Cannon & Ball fame), allegedly caused controversy and uproar in the town when the new look Board of Directors made a series of decisions deemed not in the best interests of the Club.

Cannon eventually resigned in 1988 after an EGM was called by shareholders but behind him, he left a whole host of debts.

After much hardship, Messrs Kilpatrick, Morris, Lord, Brierley, Hilton and Walkden saved the Club from meltdown.

The finances were boosted during the 1989/90 season when Terry Dolan's men reached the 5th round of the F.A Cup. The additional prize money and gate revenue helped the Club to pay off a large amount of its debts.

The rest of the 90s didn't quite reach the same height but when Steve Parkin replaced Graham Barrow after three dismal seasons at Spotland the expectation levels soon hit new heights.

The Club splashed out a record £100,000 on Walsall striker Clive Platt, but Parkin's teams never quite made it to the ultimate goal.

During this period a new record transfer fee of £150,000 was splashed out on Stoke City frontman Paul Connor.

In November 2001, after another brilliant start to the season for Parkin's men, the vibrant Dale boss was poached by 1st Division Barnsley.

The Dale board opted for experience, in the shape of former Chelsea and Arsenal star John Hollins, as the next manager and he led Dale to the play-offs for the first time.

Unfortunately, they failed to reach the Play-Off Final at the Millennium Stadium after losing 5-4 over two legs to Rushden & Diamonds.

Hollins left shortly after when he refused to accept terms offered to him for an extended contract and Paul Simpson was the man given the opportunity to manage his first club.

He did lead Dale to a financially welcoming 5th round F.A Cup run, but his team were judged on their performance in the league and he paid the ultimate penalty after a final day of the season defeat at Macclesfield Town.

Alan Buckley replaced Simpson but lasted just four months before Steve Parkin returned for a second spell in charge on New Years Eve 2003. Parkin's return didn't see an immediate upturn in the club's fortunes as they flirted with relegation to non-league football but they eventually escaped courtesy of wins against Leyton Orient and Kidderminster Harriers to keep league football in the town intact.

Parkin departed in December 2006 with his side facing a relegation fight but the decision to appoint Youth Team coach Keith Hill as his successor, initially on a caretaker basis, proved to be a great success.

Not only was safety achieved, but a momentous run in 2007 saw the side finish in the top 10. Hill and his assistant Dave Flitcroft built on that during the following season, steering the Club to a record points haul, fifth place and a first ever visit to Wembley Stadium eventually losing in the Play Off final to Stockport County.

Another near-miss in the playoffs followed the season after, but the 2009/10 season would outshine the two previously, as Dale won automatic promotion to League One.

After an indifferent start to the season, the loan signing of Chris O'Grady from Oldham Athletic proved to be a masterstroke, as he linked up with strike partner Chris Dagnall to put Dale five points clear at the top of the table by the New Year.

Dale signalled their intent by making O'Grady's deal permanent in January, before racing away at the top of the table by the beginning of April.

Promotion was secured with a 1-0 win over Northampton Town on 17<sup>th</sup> April 2010, before Hill's men ended the season comfortably in third spot.

The following season, Dale equalled their highest ever league finish of 9<sup>th</sup> in the third tier, just three points outside the playoff spots, helped by an 11-game unbeaten run at the beginning of 2011.

Hill, like Parkin before him, left for Barnsley a division higher in the summer, and Dale fell straight back into the basement division under the guidance of Steve Eyre and then John Coleman.

However, Hill would return in January of 2013, with a late season run of form guiding Dale well clear of a second successive relegation and out of the Football League.

It was the other end of the table that Dale fans were looking at the following season, as Hill achieved what no other man has, earning a second promotion, the Club's third ever, back to League One.

Scott Hogan, a former Dale scholar who Hill resigned in the summer of 2013, was the catalyst of the promotion, scoring 19 goals as Dale also recorded a memorable 2-0 victory over Leeds United in the third round of the FA Cup.

A 2-0 win over Cheltenham Town in Dale's penultimate game of the season secured their third tier return, before narrowly missing out on the League Two title on the final day of the season.

Three successive top ten finishes in League One only reaffirmed Hill's status as Dale's best ever Manager, before he pulled a miracle out of the hat in the 2017/18 season.

At a point in February, Dale were 11 points adrift of safety, albeit with a number of games in hand.

Form in the FA Cup was a different matter though, as Dale reached the fifth round of the competition, facing one of Europe's best, Tottenham Hotspur, at the Crown Oil Arena.

With Dale trailing 2-1 heading into added time, Steven Davies scored a dramatic equaliser to earn a historic replay at Wembley Stadium.

Although Hill's men were beaten at the National Stadium, they took their Cup form into the league, losing just three of the final 16 games to eventually secure League One status, thanks to THAT goal from Joe Thompson.

However, Hill and the Club would part ways the following season, with Dale in the League One relegation zone.

Up stepped First Team Coach Barry-Murphy, who oversaw a stunning run of form to guide Dale away from danger, and into a sixth successive season in League One.

## **Rochdale AFC - Club Values**

The Club has a number of core values that cascade down from the The Board of Directors, and The Management to all players, staff and supporters. The Club always tries to ensure that all values are upheld, and that it is always striving to increase and add to those core values.

### **Honesty.**

The Club in all its dealings, not only internally but externally, tries to show complete honesty and openness and to show the Club, its Board, its Management, its Staff and its supporters to be upright, fair, truthful and sincere.

### **Integrity**

The Club prides itself on the integrity it shows in all its dealings. It adheres to and expects all those involved to show the very highest moral and ethical principles, and to make decisions for the Club's, and all those person involved at all levels within the club, benefit, which are unimpaired by influence from elsewhere.

### **Realism**

Whilst we all want to progress and to achieve greater things, we always have to be aware that realism to ones situation has to be taken into account. We have to be realistic in our approach to many aspects of Football Club business. We have to ensure that our aims are achievable, and the outcomes possible. Whilst progress is the yard stick with what we want to be measured by, we must not allow that progress to undermine the wellbeing of the football club.

### **Teamwork**

It is our aim to unite all people involved in the Football Club, from the Boardroom to the Bootroom, from the office staff to the playing staff, we will all strive to work together for one common aim, and that is the benefit of Rochdale Association Football Club.

## **Rochdale AFC - Club Values - continued**

### **Respect**

An often overused word that a great many pay lip service to. However it is a word and a value that we strongly believe in at Rochdale Association Football Club

Respect Officials  
Respect each other  
Respect your opponents  
Respect ourselves

### **Enjoyment**

If we all pull together and work conscientiously to develop, improve and do our very best in our own individual roles within the Club, we will have a much better chance of winning and or succeeding. If along the way we succeed in working hard and winning, the journey will be much more enjoyable for having had that experience.

### **Sportsmanship**

We must ensure that this is enshrined in all we do. At all levels, both on and off the pitch, and it must encompass all involved with Rochdale Association Football Club, Chairman, Directors, Management, Players, Staff and Supporters. The good name of Rochdale Association Football Club must always be foremost in our thoughts and actions.

The club promotes these values through the Vision & Values pages of Academy website, through visual reminders around the club and other facilities including Academy Matchday changing rooms, all Academy players Individual Learning Plans, all Coaching Programmes and by allowing our Under 9 & 10 Foundation players to learn and develop the values in the Games programme, which for them have no officials and therefore the game relies on these young players to uphold the rules and the values.

The consistent message to all players in the Academy is that these values be upheld in all training and games, and in everything they do.

## Rochdale AFC - Club Vision

The overall and long term vision of Rochdale Association Football Club is to continue building a local football club that is both successful and sustainable on and of the football pitch.

We aspire to achieve the highest league position possible, not excluding the Premier League, but we are also realistic in understanding we are in an area surrounded by a large number of Premier, Championship and League 1 and 2 clubs, with the North West being the “hotbed” of English Football. This will obviously make our ambitions a lot tougher to achieve, but could also benefit us through our partnerships with those higher clubs.

From the achievement of this vision, we also aspire to build state of the art facilities where the 1<sup>st</sup> team and Academy train and play in harmony, and where the opportunities for Academy players are viewed on a daily basis by the 1<sup>st</sup> team staff. We would also have a first class Sport Science and Medicine facility and the technology that goes with it to ensure players are on the pitch more.

With this success we will attract more fans from the communities of Rochdale which will in turn boost the investment into the sustainability of the club.

On the playing side the club has and will continue to invest in the recruitment and development of players.

The club will continue to aim for a mix of experienced professionals, young professionals, the recruitment of players from non-league football, so giving them a chance to progress within the professional ranks, and as many players as possible from within the ranks of our own Academy.

Primarily the two main outcomes of the Club Vision are:

Producing Academy players to progress to play in the 1<sup>st</sup> team

Producing Academy players to play in the 1<sup>st</sup> team, who then may sold and therefore increase the Club revenue to reinvest in strengthening the structure of the Club

# Academy Introduction

Rochdale AFC Academy provide genuine opportunities for players and staff to maximise their potential through our supportive developmental culture.

This is In line with the Club business plan and directive from Board level to promote from within and produce young players to enhance the First Team with the potential to perform at a higher level. The strength of the culture from first team to the Academy has allowed structural flexibility and adaptability within the changing nature of the football industry. This has drove a creative way of thinking from all staff whilst not losing sight of our overall goals, managing change whilst valuing stability, impact and simplicity.

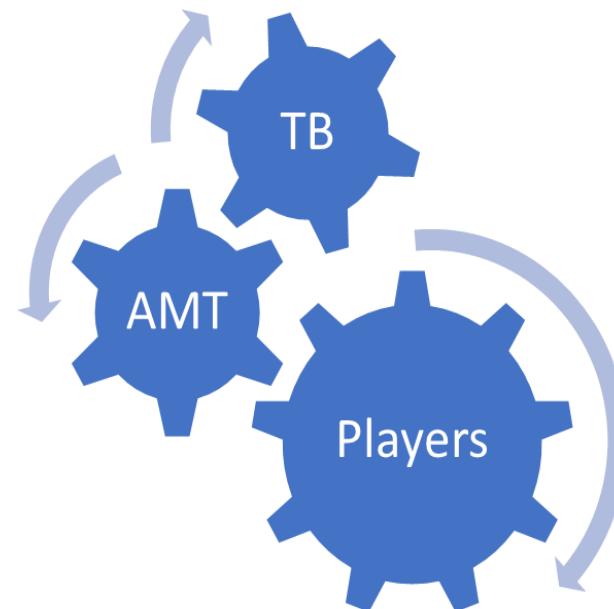
Rochdale AFC were ranked the number 1 Academy for productivity at Category 3, this means that the Academy produced more home grown players to play First Team football than any other Club in the country at Category 3, 2nd highest in the English Football League and 3rd highest across the country including the Premier League. (Source: The Premier League). In addition, since 2013, Academy players/graduates have made in excess of 620 appearances for Rochdale AFC First Team, averaging over 100 appearances per season. Currently two players have England International Caps at Under 17 & Under 18 level adding to a recent graduate capped at Under 17, 18 and 19 level for Northern Ireland.

The developmental culture promotes a person-centred approach which allows players to holistically develop and gain transferable skills which they can apply to life. All Academy players past and present are guaranteed a place on the Rochdale AFC BTEC pathways on leaving school, offered in 5 different locations. External progressions from player's are greatly acknowledged with players signing for other first teams, both in the E.F.L. and internationally in addition to other E.F.L. Academies. Many go onto college, University at home and full paid University scholarships abroad with a select few progressing onto national organisations - L.F.E. (League Football Association) and international organisations (Forbes 500 companies).

For staff, Rochdale AFC Academy provide pathways for progression internally and externally at varying levels as well as a wide range of transferrable skills gained through personal and professional development. We are very proud that multiple staff members have also transitioned from Academy to First team level both at Rochdale AFC and elsewhere. Since 2013, more than 15 members of staff have progressed internally within the organisation in a variety of disciplines, Sport Scientist's, Analyst's, Physio's, Coaches and transitioning from Academy player to Academy coach. External progressions are also something to celebrate as we help people develop in their personal journey. We have a very illustrious list of staff who have progressed into national organisations like the P.F.A. (Professional Football Association), international stages (Head Project Manager in China, Head of performance analysis – New York City F.C), other clubs first teams worldwide (Sport Science, Analyst, Recruitment, Strength, and Conditioning) plus working in Academies at all Categories.

The Rochdale AFC Academy Performance Plan has evolved through the years since its inception as a series of documents in preparation for the EPPP Audit process beginning in 2012.

This APP is designed to drive continued successful performance throughout the Academy and in turn increase the Productivity Profile of the club. It is set out to articulate the key areas for improved performance, with the detail in the supporting documents, policies and procedures.



# **RAFC - THE CLUB & ACADEMY VISION**

- Producing Academy players to play in the 1<sup>st</sup> team
- Producing Academy players to play in the 1<sup>st</sup> team, who then may be sold and therefore increase the Club revenue to reinvest in strengthening the structure of the Club
- To develop fit for purpose facilities
- To develop a fit for purpose staffing structure
- To develop Financial Sustainability

# ROCHDALE AFC ACADEMY 2015-2020

## The 5 Year Plan



### Key Drivers:

A realistic **Club & Academy Vision** which includes:

- Producing players for the 1<sup>st</sup> Team or to be sold on for profit
- Fit for purpose facilities
- Fit for purpose staffing structure
- Category 2 status

A dynamic **Club & Academy Football Philosophy** which includes:

- Possession Based Fast Attacking Football
- Strategies in Defending / Attacking / Transition
- Fluid and adaptable players to be high performing in all shapes and formations
- Run to Receive / Run to Deceive / Run to Retrieve
- Retain & Regain

# ROCHDALE AFC ACADEMY 2015-2020

## The 5 Year Plan

### New Success Criteria:

- **Increase in Talent ID Coverage:**

- Complete open trials for all ages x 1 per season.
- Develop one more spotter.

- **Increase in Higher Ability Players:**

- By producing x 1 player per season to have the potential of a 10 year career.
- Through monitoring the new recruitment strategy at Under 9.

- **Increase in Professional Contracts**

- **Increase in 1<sup>st</sup> Team Opportunities**

- **Increase in Player Pathways:**

- Development centres = F.P. from 3 to 4, Y.D.P. from 1 to 2. Monitor players opportunities / uptake.
- E.D.S. = opportunities available with P.D.P.

- **Increase in Educational Attainment:**

- Monitoring players from U14s up plus Gifted & Talented



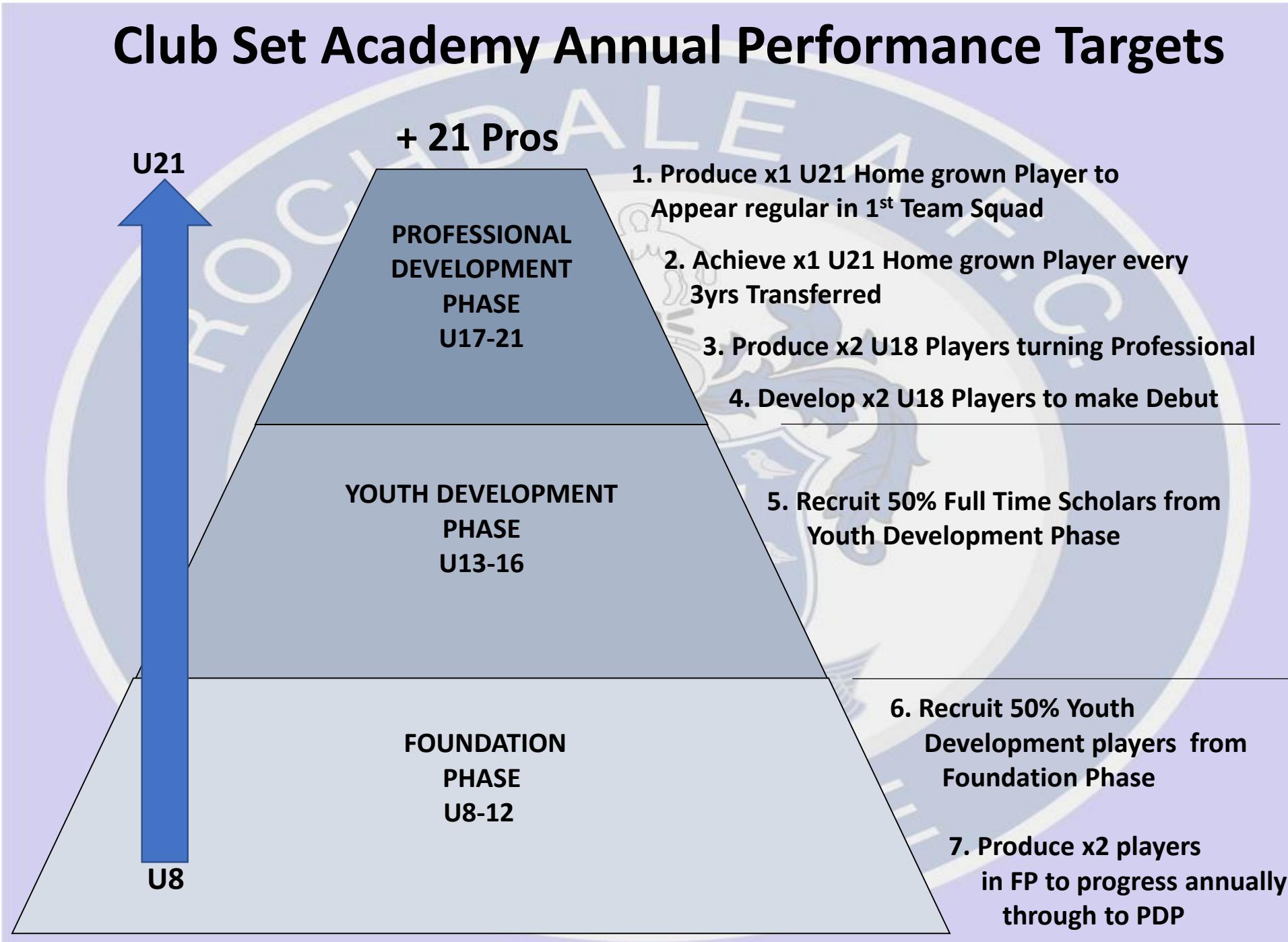
# ROCHDALE AFC ACADEMY 2015-2020

## The 5 Year Plan continued



- **Increase in Higher Performing Coaches:**
  - Coaches individual needs being met to allow development.
  - Support for ongoing learning for coaches.
- **Improved Facilities:**
  - Potential to gain new use of higher quality surface for P.D.P. & Y.D.P.
  - Explore the use and benefit of a new club facility
- **Extended EPPP Academy Licence:**
  - Complete necessary work on the 26 point action plan from the recent Audit
- **Self-Sustainable:**
  - Through the possibility of a new club facility
  - Maintaining the E.D.S. program
  - Maintaining the current staffing model
- **Increase in Club Savings on Home Grown Talent**
  - Producing x 1 Professional to supplement the 1<sup>st</sup> team squad
- **Increase Partnerships:**
  - Town teams from 0 to 1.
  - E.D.S. program from 3 to 4.
  - Schools from 3 to 5. Increase schools cup engagement from??
  - Grass roots from 2 to 3 teams.

# Club Set Academy Annual Performance Targets



# 1<sup>st</sup> Team Philosophy

## Rochdale AFC

RAFC Chairman and fellow Board Member's support the 1st Team Manager, Players and Staff alike in creating and implementing an Elite Winning Environment. RAFC will represent themselves and the local community in a Professional manner, competing at the highest attainable levels playing entertaining winning football.

The philosophy of Rochdale AFC 1st team is to play:

### ***“Possession based, fast attacking football”***

In order to achieve this, we will endeavour to develop and produce players who are **highly competent in Attacking, Defending and the Transitional aspects of the modern game.**

We will encourage all teams to “**Control & Dominate**” **Attacking & Defending** situations, whilst always looking to “**Regain & Retain**”. We will utilise the Principles of Attacking & Defending

### **Attacking**

The 1st team at Rochdale AFC will endeavour to play fast attacking football using **the traits of the football club, body shape, soft touches and fast passing. Constant Movement is a fundamental trait of the Attacking play and practices, formations and individual roles** are designed to encourage players to:

**Run to Receive**

**Run to Deceive**

**Run To Retrieve**

The 1st team will try to play out from the goalkeeper penetrating through the thirds (**whilst occupying the 5 zones/ lanes**). Whilst making the pitch expansive we will look to support, create overloads, utilise rotation and play through, round or over opponents whilst maintaining balance. We will look to create space throughout our play with multi-movements and support; players will be encouraged to **drive and slide, drive and shoot, the players have the licence to express themselves and ‘come alive’ in the final third with end product.**

## Defending

The 1st team will be encouraged to **deny the opposition space and time pressing the ball in numbers when possession is lost**. This emphasises the constant movement philosophy, especially:

### **Run To Retrieve**

With the attacking philosophy **of being expansive**, we will look to **regain the ball quickly, whilst recovering and being compact into 3 zones/ lanes**. In the **attacking and mid thirds areas of the pitch** we will encourage the players to **show the opposition outside where possible, working on triggers, keeping the play one sided and preventing the switch of play**. If the opposition play through the press the next phase of our defending would be to recover, deny, delay, control and restrain the opposition's penetration with the emphasis on regaining the ball.

## Transition

The 1st team will be encouraged to play with a **high intensity in the transitional period by looking to be compact to 3 zones/ lanes, regain possession as quickly as possible in order to counter attack with an end product (expanding the pitch to 5 zones/ lanes)**. Constant Movement is a fundamental trait of the Transitional play and practices, formations and individual roles are designed to encourage players to:

### **Run to Receive**

### **Run to Deceive**

### **Run To Retrieve**

The preferred formations we play are **4-4-2 & 4-3-3** which allows us to attack in numbers knowing we have the safety that the defensive midfielder will protect the centre of the pitch. However we may have to revert to a **4-2-3-1, 4-5-1, 3-5-2 or 4-4-2 Diamond** depending on personnel available or the state of the game we are playing.

This philosophy provides the opportunity for players to develop their Technical attributes alongside their Tactical understanding of the game. Required Psychological skills support the Physical aspect to prepare players for the modern game.

**The philosophy is aspirational and is not prescriptive, as we will encourage players to make decisions based on the situations and areas of the pitch they find themselves in.**

## **“RAFC Player DNA” and “RAFC Playing Style”**

RAFC Club’s philosophy is to play football endorsing our Club’s Values and Visions. Clear “Elite Player Profiles” in specific positions are defined in the “Performance Plan” representing “RAFC Player DNA”. Tactical influences along with beliefs and principles are encouraged to achieve a common goal, shaping a style which can be clearly defined as “RAFC Playing style - Fast attacking creative free flowing football, playing out from the goalkeeper, through, round or over opponents, overloading areas and breaking lines with an end product”.

RAFC Chairman and fellow Board Member’s recognise to underpin the successes of the 1st Team both the “Academy Structure” and “Development Pathway” need to be supported by the 1st Team Manager. Encouraging and developing “Home Grown Talent” with “RAFC Player DNA” traits in “RAFC Playing Styles” are Key Performance Indicators to the growth and sustainability of RAFC Football Club.

The RAFC 1<sup>st</sup> team Playing Philosophy has not made many changes over the last 3 years.

- The main change from the start of the 2016-17 season was to introduce a set of Non Negotiables:

**RUN**

**PRESS**

**COMPETE**

**BODY CONTACT**

**REGAIN**

**RETAIN 1<sup>st</sup>-2<sup>nd</sup>-3<sup>rd</sup> PASS**

- During the 2016-17 season the manager was to focus on Basic Skills:

**Heading**

**1st Touch (Surfaces)**

**Passing**

**Finishing**

- During the 2018-19 the Basic Skills developed into Defending specific aspect:

**Awareness of attackers**

**Mark player not space**

**Clearances**

The changes will always filter down through the Academy into the coaching programmes and coaches handbook.

# Academy Philosophy

The philosophy of Rochdale AFC Academy is to play:

***“Possession based, fast attacking football”***

In order to achieve this, we will endeavour to develop and **produce players who are highly competent in Attacking, Defending and the Transitional aspects of the modern game.**

We will encourage all teams to “Control & Dominate” Attacking & Defending situations

We will utilise the Principles of Attacking:

Dispersal- 5 zones/ lanes (make the pitch expansive)

Penetrate- Drive/slide/switch play/ through, round or over

Movement- multi/rotations

Support- Man in possession

Creativity- innovation 1v1 opportunities/ overloads / end product

We will utilise the Principles of Defending:

Compact- 3 zones/lanes

Press or Delay- Triggers to press/ Recovery

Deny- space/shut passing lanes

Balance/Cover/Support- Angles/distances

Depth- line relation to the ball

The Academy Philosophy links to the 1<sup>st</sup> team Playing Philosophy, especially in the following areas:

**Non-Negotiables/ constants:**

**RUN**

**PRESS**

**COMPETE**

**BODY CONTACT**

**REGAIN**

**RETAIN 1<sup>st</sup>-2<sup>nd</sup>-3<sup>rd</sup> PASS**

**Basic Skills:**

**Ball Mastery** (Turns/Dribbles/Heading/1st Touch -Surfaces).

**Passing/ Receiving/ Possession**

**Defending** (Awareness of attackers/ Mark player not space/ Heading/ Clearances/ Tackling/ Interceptions)

## Attacking

We will encourage all teams to play **fast attacking football** using the traits of the football club, **body shape, soft touches and fast passing**. **Constant Movement** is a fundamental trait of the Attacking play and practices, formations and individual roles are designed to encourage players to:

**Run to Receive**

**Run to Deceive**

**Run To Retrieve**

All Academy teams will **try to play out from the Goalkeeper, who will be the focal pivot of the start of our attacking play, highest pass first, and try to penetrate through the thirds whilst occupying the 5 zones/ lanes**. Whilst making the pitch expansive we will look to support, create overloads, utilise rotation and play through, round or over opponents whilst maintaining balance. **We will look to create space throughout our play with multi-movements and support;** players will be **encouraged to drive and slide, drive and shoot**, and the players have the licence to express themselves and ‘come alive’ in the final third where **end-product** is a must.

## Defending

All Academy teams will be **encouraged to deny the opposition space and time pressing the ball when possession is lost**.

This emphasises the constant movement philosophy, especially:

### **Run To Retrieve**

With the attacking philosophy **of being expansive**, we will look to **regain the ball quickly, whilst recovering and being compact into 3 zones/ lanes**. In the **attacking, mid and defending thirds of the pitch** we will encourage the players to **show the opposition outside where possible, working on triggers, keeping the play one sided and preventing the switch of play**. If the opposition play through the press the **next phase of our defending would be to recover, deny, delay, control and restrain the opposition's penetration with the emphasis on regaining the ball**.

## Transition

All academy teams will be **high intensity in the transitional period by looking to be compact to 3 zones/ lanes, 2 at F.P. Try to regain possession quickly, retain or counter with an end product (expanding the pitch to 5 zones/ lanes, 4 at F.P.)**.

Constant Movement is a fundamental trait of the Transitional play and practices, formations and individual roles are designed to encourage players to:

### **Run to Receive**

### **Run to Deceive**

### **Regain / Retain**

Our Academy Football Philosophy will be broken down into the 3 Phases but will always have a consistent thread to link them together and even up into the 1<sup>st</sup> Team.

## **Foundation Phase – Learning to Love the Game**

We believe the foundation phase is a fundamental stage in the Player Performance Clock and this is where we can nurture players to prepare them for the bigger and more complex game as they get older.

Therefore, we believe academy foundation players need to have the following mix of Technical, Physical, Psychological and Social attributes:

**Good, quick feet**

**A good bank of skills**

**Good passing & receiving skills**

**Good A-B-C's**

**Be confident and comfortable on the ball**

**Good Decision Makers**

**A desire to learn**

**A desire to be the best**

**Professionalism**

To help players develop these key traits, we must develop and work to an enriched, flexible curriculum, with resources and sessions to nurture future first team players through their individual and collective journey.

The Rochdale AFC Foundation Phase Age Specific Coaching Programmes, and more importantly the Individual Learning Plans, incorporate the "4 Corner Development Model" and will always refer back to the reference point of Attacking/Defending/Transition. However, this is the key stage for "Windows of Opportunity" and therefore the Physical, Psychological and Social Corners can be truly developed.

This can be done in the Foundation phase, however, it needs to be broken down to align to the age group characteristics and development of Key Stage 2 children (U8 – U11), and Learning Objectives must reflect this.

To add to that, we also believe in order to develop players who are confident and comfortable in possession, players should be exposed to all situations and areas of the pitch and not be position specific in the foundation phase. That said, some players will excel in a certain position or unit and should be nurtured to enhance their development. Also, players must be prepared for the bigger game, and this can take place mostly at U11 & U12. (Our Under 12's are mainly supported through the Foundation Phase but through our Phase Transition Strategy we also plan for their development into the Youth Development Phase).

In the Foundation Phase, the coaching programme should provide the framework for **coaches to source challenging sessions to enable players to develop and put their learning to the test in 5 v 5, 7 v 7, or 9 v 9 development games**.

Sessions should be motivating for all, enriching and productive. A high proportion of contact time of each session should be made up of Technique – Basic skills– Passing, Receiving & Possession, with the remaining time used for game understanding and maybe reviewing the previous game.

Game formats in the Foundation Phase **are usually 5 v 5 and 7 v 7 at Under 9 and 10, and 9 v 9 at Under 11 and 11 v 11 at Under 12.**

In the **5 v 5** game we would usually play **1-1-2-1** rotating. This gives players the basic shape and backbone of the team with a Goalkeeper, Centre Half, 2 x Central Midfielders and a Centre Forward.

In the **7 v 7** game we are **flexible with formations but we tend to play 1-2-3-1** adding another Centre Half and a Midfielder to build up to the **11 v 11** game with the Right and Left Midfielders acting as wing backs.

In the **9 v 9** games we add 2 x Midfielders as Number 8's or 10's to make up a **1-2-3-2-1**.

Additional tournaments, in-house games and formats will be used alongside different constraints to produce an enriched and varying games programme. This is to build on and develop the game experiences the players receive, help in the transition between the numbers, with a focus on the different aspects of the game we are coaching at that time.

## Youth Development Phase – Learning to Compete

We believe the youth development phase is the core stage in the Player Performance Clock and this is where we can further nurture players to prepare them for the competitive element of the game.

Therefore, we believe academy youth development players need to further develop their mix of Technical, Tactical, Physical, Psychological and Social attributes.

To help players develop these key traits, we must develop and work to an enriched, flexible curriculum and syllabus, with resources and sessions to nurture future first team players through their individual and collective journey.

The Rochdale AFC Youth Development Phase Coaching Programme incorporates the "4 Corner Development Model" and will always refer back to the reference point of Attacking/Defending/Transition.

This can be done in the Youth Development phase, however, it needs to be broken down to align to the age group characteristics and development of Key Stage 3 & 4 children (U13 – U16), and Learning Objectives must reflect this.

(Our Under 12's are mainly supported through the Foundation Phase but through our Phase Transition Strategy we also plan for their development into the Youth Development Phase).

To add to that, we also believe in order to develop players who are confident and comfortable in possession, players should be exposed to all situations and areas of the pitch and start to refine position specifics in the youth development phase. That said, some players will excel in a certain position or unit and should be nurtured to enhance their development. Also, players must be prepared for the bigger game.

In the Youth Development Phase, the syllabus should provide the framework for coaches to source challenging sessions to enable players to develop and put their learning to the test in 9 v 9 and 11 v 11 development games.

Sessions should be motivating for all, enriching and productive. 30% of each session should be made up of Technique – Ball Mastery – Passing, Receiving & Possession, with the other 70% used for themed game understanding and maybe reviewing the previous game.

Game formats in the Youth Development Phase are 9 v 9 and 11 v 11. At Under 12 we utilise the same formation as at Under 11, 2-3-2-1. At 11 v 11 we add the 2 Full Backs and our vision is to play 4-3-3, 4-4-2 to mirror the first team, but the formation can change depending on the personnel we have available and can also be 3-5-2, 4-5-1, 4-4-2 Diamond and 4-2-3-1.

Additional tournaments, in-house games and formats will be used alongside different constraints to produce an enriched and varying games programme. This is to build on and develop the game experiences the players receive, help in the transition between development and winning, with a focus on the different aspects of the game we are coaching at that time.

## Professional Development Phase – Learning to Win

We believe the professional development phase is the most crucial stage in the Player Performance Clock and this is where we can enhance the development of players to prepare them for the competitive and results driven element of the professional game.

Therefore, we believe academy professional development players need to enhance their mix of Technical, Tactical, Physical, Psychological and Social attributes.

To help players develop these key traits, we must develop and work to an enriched, flexible curriculum and syllabus, with resources and sessions to nurture future first team players through their individual and collective journey.

The Rochdale AFC Professional Development Phase Coaching Programme incorporates the "4 Corner Development Model" and will always refer back to the reference point of Attacking/Defending/Transition.

This can be done in the Professional Development phase, however, it needs to be broken down to align to the age group characteristics and development of Key Stage 5 students (U17 & U18), and Learning Objectives must reflect this.

To add to that, we also believe in order to develop players who are confident and comfortable in possession, players should be exposed to all situations and areas of the pitch and pin down their position specifics in the professional development phase.

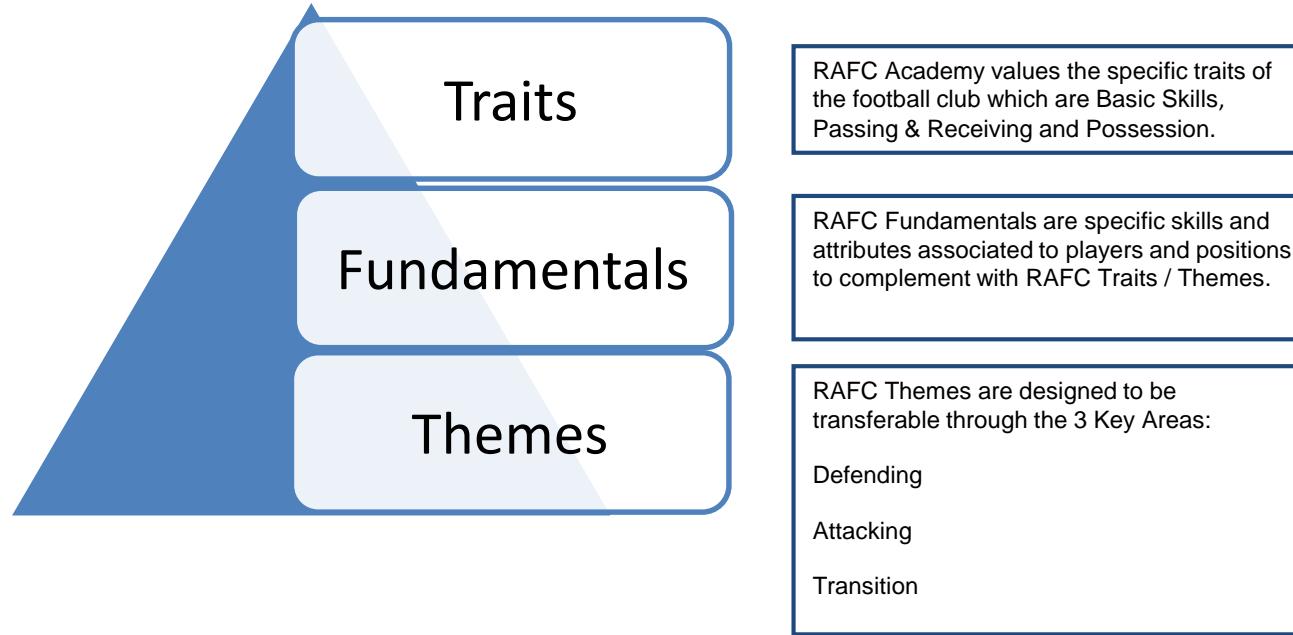
That said, some players will excel in a variety of positions and should be nurtured to enhance their development. Also, players must be prepared for the professional game.

In the Professional Development Phase, the syllabus should provide the framework for coaches to source challenging sessions to enable players to develop and put their learning to the test in 11 v 11 league games. Sessions should be motivating for all, enriching and productive. 30% of each session should be made up of Technique – Ball Mastery – Passing & Receiving, with the other 70% used for themed game understanding and maybe reviewing the previous game.

In the Professional Development Phase our vision is to play 4-3-3, 4-4-2 to mirror the first team, but the formation can change depending on the personnel we have available and can also be 3-5-2, 4-5-1, 4-4-2 Diamond and 4-2-3-1.

Additional tournaments, in-house games and formats will be used alongside different constraints to produce an enriched and varying games programme. This is to build on and develop the game experiences the players receive, help in the transition between development and winning, with a focus on the different aspects of the game we are coaching at that time.

# We have incorporated 3 key areas into the philosophy



This philosophy provides the opportunity for players to develop their Technical attributes, to develop a Tactical understanding of the game which in turn requires Psychological skills, and develops a Physical aspect to prepare players for the modern game.

The philosophy is aspirational and is not prescriptive, as we will encourage players to make decisions based on the situations and areas they find themselves in.

# ROCHDALE ACADEMY PROGRESSION PATHWAYS

## **Development Centres**

**U7 – U16**



Liverpool  
Centre



Bolton  
Centre



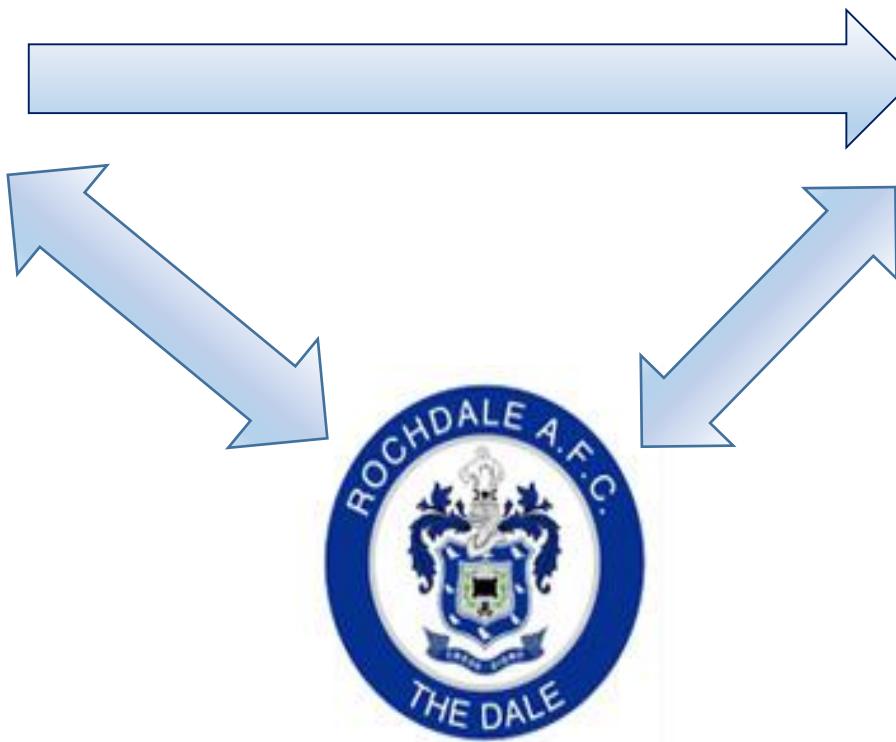
Manchester  
Centre



Rochdale  
Centre



Wythenshawe  
Centre



## **Elite Development Centres**

**U17 – U18**

**Plus Education**



**Manchester**  
**E.D.S.**



**Burscough**  
**E.D.S.**



**Buxton**  
**E.D.S.**



**Birmingham**  
**E.D.S.**

## **ROCHDALE AFC ACADEMY**

**U9 – U18**

**1<sup>ST</sup> TEAM**

## PRODUCTIVITY

### 12, 9, 6, 3 Season Productivity Ranks

The data below provides your Clubs ranking for productivity over the past 12, 9, 6 and 3 seasons respectively.

Additionally a 12 year productivity point score total and a breakdown of the points scored by each player is also provided.

The measurement of productivity provided includes all player production by your Club including players developed at your Club that are now playing for other Clubs. The productivity data also includes measurement of players who are now playing in one of the top four leagues in Europe (France, Germany, Italy and Spain). Additionally any appearances made whilst a player was on loan do not contribute to your Clubs productivity score however development time is deemed to continue whilst a player is on loan. Development time is now deemed to cease following graduation and prior to attaining the age of 21 after either a subsequent permanent transfer or 20 appearances.

The data ranks your Club against three criteria; all 92 League Clubs (92), EFL Clubs (72) and Clubs in your Academy category (CAT) for the time periods of 12, 9, 6 and 3 years. The calculations for each time period only considers those players who have graduated within that timeframe.

The ISO audits that are scheduled to take place this season (2018/19) will use the productivity measurements in this table to calculate your Clubs overall productivity score for the audit.

		12 Season (2006/07 - 2017/18)			9 Season (2009/10 - 2017/18)			6 Season (2012/13 - 2017/18)			3 Season (2015/16 - 2017/18)		
Club Name	12 Year Score	92	72	CAT	92	72	CAT	92	72	CAT	92	72	CAT
Rochdale	79.49	67	47	21	56	38	11	21	12	3	75	56	32

## CURRENT PRODUCTIVITY PONTS: 79.49

## Rochdale AFC Academy

### The Integration of Multi-Disciplinary Departments

<b>AMT brings together all departments</b>	<b>Coaching</b>	<b>Sport Science</b>	<b>Medical</b>	<b>Education</b>	<b>Recruitment</b>
<b>Coaching</b>	PDP YDP FP Meet daily Team Meetings Part Time Coaches meetings All Coaching is integrated with the 1 <sup>st</sup> team by way of co-location of Academy Management in the 1 <sup>st</sup> team office	Sport Science Lead & Phase Lead Coaches ensures all players have received FMS Fitness Testing and are completing and recording daily activity plans on Pro Football Support  Phase Lead Coaches and Sport Science Lead monitor on a weekly basis individual player Athletic Development (Prehabilitation) programmes and report on developments. Sport Science Lead monitors Coaches delivering physical specific elements in weekly coaching programme. Sport Science Lead/PFS delivers weekly FMS activity and 6/12 weekly monitoring to all players  Phase Lead Coaches and Sport Science Lead meet every 6/12 weeks to support Player Review Process Sport Science Lead present at Player Review Meetings Sport Science is integrated with the 1 <sup>st</sup> team by way of co-location of Academy Lead Sport Scientist in the 1 <sup>st</sup> team office	Coaches follow Medical Procedures when identifying injuries. Physiotherapist informs coaches of type of injury and rehabilitation programme, including estimated return to training and games. Physiotherapist updates coaches on progress. Physiotherapist present at Player review Meetings PDP Coaches and Lead Physiotherapist discuss players on a daily basis Academy Medical practices are integrated with the 1 <sup>st</sup> team by way of co-location of Academy Management in the 1 <sup>st</sup> team medical room	Education Lead updates coaches on a case by case basis on any reported school issues Education Lead liaises with coaches on any school/town/county football requests to miss training Education Lead available at School release sessions Education Lead present at Player Review Meetings Phase Lead Coaches and Education Lead meet every 6/12 weeks to support Player Review Process Progress meetings with LFE attended by Education Liaison and PDP Coaches The 1 <sup>st</sup> team manager takes special interest into the Education of the scholars and receives regular updates of progress	HOR attends YDP Academy training once a month – to update knowledge and standards HOR attends Academy games – to update knowledge and standards HOR/PDP Coaches discuss areas for recruitment HOR/YDP Coaches discuss areas for recruitment HOR/FP Coaches discuss areas for recruitment HOR, Academy manager and Phase Leads discuss and analyse recruitment database Recruitment is integrated with the 1 <sup>st</sup> team by way of co-location of Academy Management in the 1 <sup>st</sup> team office, especially the Liaison coach
<b>Sport Science</b>	As Above	Team Meetings	Lead Sports Scientist and Lead Physiotherapist discuss PDP Prehabilitation/Rehabilitation programmes on a daily basis Lead Sports Scientist and Academy Physiotherapist discuss FP/YDP Prehabilitation/Rehabilitation programmes on a weekly basis		Lead Sport Scientist provides Physical data for recruitment including early, average and late development signs
<b>Medical</b>	As Above	As Above	Team Meetings	Physiotherapists produce Medical Advice Note following Injury to ensure duty of care and Prehab programme is carried out	
<b>Education</b>	As Above		As Above	Team Meetings	Education Liaison provides school contacts for scouts when visiting school/town/borough games
<b>Recruitment</b>	As Above	As Above		As Above	Team Meetings

# Academy Performance Plan 2016-17 – Review – 16<sup>th</sup> May 2017

## SWOT Analysis 2016-17

This analysis is against the internal Rochdale AFC overall business planning and the external Category 2 & 3 football academy market including: Bolton/Bury/Burnley/Oldham/Accrington Stanley

With Rochdale AFC Academy being No.1 for Productivity at Category 3 nationally, we are positioned 1 in the local market.

<b>STRENGTHS</b> <ul style="list-style-type: none"><li>• No 1 for Productivity at CAT 3 – again.</li><li>• No 3 out of 92</li><li>• U15 Floodlit Cup</li><li>• Links to 1<sup>st</sup> team</li><li>• 3 x AYA coaches</li><li>• Good Staff</li><li>• Coaching programmes</li><li>• Partnerships</li><li>• Pathways</li><li>• 5 Year Plan</li></ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"><li>• Talent ID Structure</li><li>• Financial resources</li><li>• Pay structure</li><li>• Facilities</li><li>• Whole club appreciation and connection</li></ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"><li>• New facility plans</li><li>• Development Centres</li><li>• Increased pathways</li><li>• Staffing structure</li><li>• Head of Coaching</li><li>• Stronger 1<sup>st</sup> team links and more playing opportunities</li><li>• Increased grant funding</li><li>• More Partnerships</li><li>• Increased fan base</li><li>• Self Sustainability</li></ul>	<b>THREATS</b> <ul style="list-style-type: none"><li>• Local CAT 1/2/3 clubs</li><li>• Losing good staff</li><li>• Pay structure</li><li>• Victim of own success</li><li>• New audit process</li><li>• Cat 2 dropping into Cat 3</li></ul>

## SWOT Analysis 2016-17

### Areas to develop and recommendations:

Look to utilise the AYA approach throughout the Academy

Look to utilise increased grant and partnership funding to improve the Academy staffing structure by way of working towards more full-time coaches

Utilise the HOC funding

Improve the CCF programme

Look to link with community programmes to develop the Talent ID structure and in turn increase the fan base through the success of the Academy

Promote the academy successes more

Further develop partnerships to secure more resource

Increase the Development Centre and Elite Development Squad pool of players

**This APP is designed to drive continued successful performance throughout the Academy and in turn increase the Productivity Profile of the club. It is set out to articulate the key areas for improved performance, with the detail in the supporting documents, policies and procedures.**

Through the 8 Key Performance Indicators and sub dimensions set by the Elite Player Performance Plan & Seasonal Operation Record process, the Academy will aim to reach its full potential by the end of the season.

1: Vision, Leadership & Finance update

2: Football update

3: Education & Welfare update

4: Elite Performance update

5: Operations update (inc Talent ID)

6: Relationships with External Football Agencies / Partners update

7: The Player update (inc PMA)

8: Administration & General update

## VISION & STRATEGY

### Strategic Plan of the Club

The Board will review the **Football Philosophy** from the previous season at their **June** meeting and communicate any changes through the Technical Board meeting the same month, in preparation for the new season 2016-17 starting in July. **COMPLETED**

The Board will review the **Club Values** from the previous season at their **June** meeting and communicate any changes through the Technical Board meeting the same month, in preparation for the new season 2016-17 starting in July. These changes will be communicated to all Academy staff, and players/parents if necessary, through the usual channels of Coaches Meetings, Player Inductions, emails and through the Academy website. **COMPLETED**

The Board will review the **Club Vision** from the previous season at their **June** meeting and communicate any changes through the Technical Board meeting the same month, in preparation for the new season 2016-17 starting in July. **COMPLETED**

### Academy Performance Plan

At the June Technical Board meeting, the Academy Management Team will present an update on the **Academy 5 Year Plan** to drive the **Academy Vision** in line with the Club Vision and any further recommendations from the Board in preparation for the Academy season 2016-17 starting in July. These changes will be communicated to all Academy staff, and players/parents if necessary, through the usual channels of Coaches Meetings, Player Inductions, emails and through the Academy website. **COMPLETED**

Following the June Technical Board meeting, the Academy Management Team will adapt the **Academy Football Philosophy** in line with the Club Football Philosophy and any further recommendations from the Board in preparation for the Academy season 2016-17 starting in July. These changes will be communicated to all Academy staff, and players/parents if necessary, through the usual channels of Coaches Meetings, Player Inductions, emails and through the Academy website. **COMPLETED – No Changes**

The Board will review the Academy APP & Annual Report from the previous season at their **June** meeting and communicate any recommendations through the Technical Board meeting the same month, in preparation for the new season starting in July. This will include the new **Academy Performance Targets** for season 2016-17 which will be cascaded and communicated to all staff during Appraisal meetings in **July 2016**. **In line with the new Academy 5 year Plan, these targets could include higher performance in line with the vision of becoming a Category 2 Academy.** **COMPLETED**

## VISION & STRATEGY - continued

The Board will review the **Culture** document from the previous season at their **June** meeting and communicate any changes through the Technical Board meeting the same month, in preparation for the new season 2016-17 starting in July. These changes will be communicated to all Academy staff, and players/parents if necessary, through the usual channels of Coaches Meetings, Player Inductions, emails and through the Academy website. [COMPLETED](#)

The Academy Management Team will review the **Integration of Multi-Disciplinary Departments** from the previous season at their **June** meeting and make any changes necessary. **Areas for improvement are:**

- **Meetings – Improve attendance at all meetings** - [AMT meeting structured to incorporate all departmental and multi disciplinary meetings and feedback](#)

New dates for departmental and Academy Management Team meetings will be set in preparation for the new season 2016-17 starting in July. [COMPLETED](#)

The Academy Management Team will **measure the Performance Targets** on a regular basis at **monthly meetings**, but in a more robust way at the Appraisal 6 Month Review meetings in **December 2016** and at the end of the season in May 2017. [COMPLETED](#)

The Academy Management Team will **review the APP** from the previous season at their **May 2016** meeting and produce an Annual Report to go to the Board for their meeting in June 2016. [COMPLETED](#)

The Board will **review and approve the APP**, and make any recommendations, at their meeting in **July 2016**. [COMPLETED](#)

The Academy Management Team will **communicate** the success of the APP on a **club wide** basis in **July 2016** through the regular methods described in the communication document. **The Academy will include the Marketing & Communications department in this process.** [COMPLETED](#)

## **LEADERSHIP & MANAGEMENT**

### **Organisational Structure**

The Academy Management Team will produce and update a **Staffing Structure Model** throughout the season 2016-17. **COMPLETED**

The **Academy Management Team** will endeavour to have the full mandatory staff in place throughout the season 2016-17, consisting of:

**Academy Manager**

**Head of Coaching**

**Head of Education**

**Head of Sport Science & Medicine**

**Head of Academy Recruitment**

**Professional Development Phase Lead Coach**

**COMPLETED**

The Academy Management Team will also include the following:

**Youth Development Phase Lead Coach**

**Foundation Phase Lead Coach**

**Academy Goalkeeping Coach**

**Academy Lead Sport Scientist**

The AMT agenda will be linked to the new SOR to include:

- 1: Vision, Leadership & Finance update
- 2: Football update
- 3: Education & Welfare update
- 4: Elite Performance update
- 5: Operations update (inc Talent ID)
- 6: Relationships with External Football Agencies / Partners update
- 7: The Player update (inc PMA)
- 8: Administration & General update

The **Technical Board** will endeavour to have the full mandatory staff in place throughout the season 2015-16, consisting of:

**Chief Executive**

**Club Manager**

**Academy Manager**

**COMPLETED**

## **LEADERSHIP & MANAGEMENT - continued**

The Technical Board will also include the following:

### **Liaison Coach**

The TB will adopt the Functions recommended by the FootPASS Audit Tool to include:

Function - a

*“To develop, define and monitor the Club’s Football Philosophy”*

Function - b

*“To strategically develop, monitor and define the Academy Performance Plan”*

Function - d

*“Monitor the transition of players through each phase of the Performance Pathway”*

Function - e

*“Monitor the playing opportunities for Academy players at 1<sup>st</sup> team level”*

Function - f

*“Monitor the Productivity Profile of the club in terms of home grown talent”*

**From the launch of the new CAT 3 Audit process and the CAT1 & 2 Audit Tool at a meeting held by the EFL, the TB will now adopt the tasks stated in the new tool.**

## Internal Communication

The Academy Management Team, in conjunction with the Club Human Resource team, will produce an annual **Staff Handbook** and a **Staff Code of Conduct** which each member of staff will sign for at **Club Wide & Departmental Staff Induction meetings in July 2016** in preparation for the 2016-17 season. **Any new staff arriving during the season will be fully inducted on a club wide basis and by their relevant department.**

Frequent structured meetings will be **planned and communicated on an accessible Academy calendar** and will take place at the following times:

**Academy Management Team** – the first Tuesday of every month at 2pm

**Multi-Disciplinary team meeting for Professional Development Phase** – Every 6 weeks on the Friday preceding the deadline.

**Multi-Disciplinary team meeting for Youth Development Phase** – Every 6 weeks on the Friday preceding the deadline.

**Multi-Disciplinary team meeting for Foundation Phase** – Every 12 weeks on the Friday preceding the deadline.

**Coaching Team (FT)** – TBC

**Coaching Team (s) (PT) (Phases)** – TBC

**Education Team** – the first Tuesday of every month at 12pm

**Sport Science & Medicine Team** – the first Tuesday of every month at 1pm

**Talent ID & Recruitment Team** – TBC

Following a review of the meetings structure after the difficulty and consistency, it was agreed to change the structure of the AMT to incorporate all Academy business in each department into the AMT for feedback, discussion and actions.

The Head of Coaching will produce an Annual **Continuous Professional Development programme for coaches in July**, in partnership with the regional FA Youth Coach Educator. This will be aligned to the new **Coaching Competency Framework** and discussed and agreed at Appraisal meetings. **These will include 1-2-1 discussions which will form an agreed Development & Action Plan.**

**The HOC left the Academy in July 2016 as was not replaced during the season.**

All Academy Coaches will complete their **Licence Maintenance** at the earliest opportunity each season, if not fulfilled by the 3 year allowance. This will be regularly reviewed by the Academy secretary through the FA Members Services pages for the club. **COMPLETED**

The Academy Manager will produce an Annual **Continuous Professional Development programme for Academy Management Team members and other staff in July**, in partnership with the Chief Executive and Technical Board. This will be discussed and agreed at Appraisal meetings. **The Academy will liaise with the FA/LFE/Football League to produce this.** **COMPLETED**

**Annual Appraisals for all Professional, Youth Development and Foundation Phase staff** will take place in **July 2016** and reviewed at a 6 month stage in **December 2016**.  
**These will be planned and communicated on an accessible Academy Calendar.** **COMPLETED**

## COACHING

### Coaching Philosophy

The **Academy Coaching Programme** consists of a series of 4 Cornered (Technical/Tactical/Physical/Psychological/Social) Age Specific programmes across the Professional, Youth Development and Foundation Phases, aimed at equipping the players with the Fundamentals and Club Traits required in Defending, Attacking and Transition.

These are devised by the Academy Management Team and are in full **synergy with the Club Football Philosophy**.

**The periodisation for all coaching programmes has been reviewed. This has highlighted new proposals for a new periodisation of 4 x 10 week blocks. This is to ensure consistent messages from all staff and to allow all players enough time to consolidate their individual and team learning objectives, through training sessions and games.**

All staff will receive new copies, and any training if necessary, at the staff induction meeting in **July 2016**, in preparation for the 2016-17 season.

The Academy Management Team have devised a series of **Player Profiles** as a vision to recruit and develop the perfect player. This is a 4 Cornered Position Specific approach and can be used as a guide, and measuring system, for coaches and players to ensure maximum potential is unlocked and developed. These will be reviewed on an annual basis and any changes communicated, and any training if necessary, at the staff induction meeting in **July 2016**, in preparation for the 2016-17 season.

The Academy Management Team and Phase Lead Coaches have adopted the “Game” theory to all training sessions. This is to ensure that all practices are mirroring the actual game we are endeavouring to teach to all players.

The Academy has adopted and implemented a set of Non Negotiables. These would become a framework to support the non-football aspects of the player profiles of the club and would consist of:

- COMPETE
- RUN – TEAM IN POSSESSION
- RUN – TEAM OUT OF POSSESSION
- PRESS
- KEEP POSSESSION

These have been a massive success and were evident in most practices and games. They can be used as a “Reset” button when the tactical information isn’t being followed. The Talent ID department also used them as a guide to recruitment.

No changes recommended for 2017-18

## **COACHING**

The Academy Management Team has produced as part of the annual Staff Handbook, guidance documents with best practice research and references in:

### **Creating a Positive Learning Environment**

#### **Coaching Styles**

#### **Differentiation**

The Academy Management Team has produced a unique **Coaching Vocabulary** in synergy with the 1<sup>st</sup> team, to ensure a consistent message across the performance pathways.

[To be reviewed for consistency](#)

The Academy Management Team, and the Lead Phase Coaches, will continually assess the practice sessions put on by coaches to ensure all of the above is taking place.

### **Coaching Programme in the Foundation Phase**

The **Foundation Phase Coaching Programme** (U9-U12) consists of key **age specific** considerations and 4 cornered characteristics at this vital “window of opportunity” developmental stage. **Social** development is vital to start developing more rounded individuals in preparation for life in Academy and Professional football. These are reviewed on an annual basis.

The Academy view is that **Ball Mastery** should play a fundamental role in developing the traits of the club linked to the philosophy and player profiles and therefore this takes up a large percentage of the weekly contact time. This in turn develops more **physical literacy**, and boys who do not have the full range are given specific and individual physical development programmes to “catch up”. The Academy Foundation Phase is continuing its successful pilot, following staff attending the new FA Advanced Youth Award, where a “Menu” of **4 Cornered Learning Objectives** are offered to players to choose.

Achievements of Learning Objectives are formally recorded in each individual player’s PMA by the relevant coaches. These are monitored by the relevant Lead Phase Coach

Although **positional understanding** isn’t the key measurement in the phase, a series of resources have been produced by the Academy Management Team with colour pictures showing positional information in relation to where the ball/space/man is. These are laminated and given to all coaches who must have them at pitch side at all times for the players to view.

Whilst the Foundation Phase Coaching Programme is periodised to show **Short, Medium and Long Term Learning Objectives** and measurements, current research and FA guidance is telling us that the “Learning Cycle” is more important in producing individual results, and in turn individual players, than the one size fits all coaching program.

[The Academy is to introduce Basic Skills to all Academy sessions. Programme to be developed.](#)

## COACHING - continued

### Coaching Programme in the Youth Development Phase

The **Youth Development Phase Coaching Programme** (U13-U16) consists of key **age specific** considerations and 4 cornered characteristics at this vital “maturation” developmental stage. **Psychological and Physical** development is vital to develop more rounded individuals in preparation for life in Academy and Professional football. These are reviewed on an annual basis.

The programmes are geared more to the **Tactical** development of players at this phase and **individual and team Learning Objectives** reflect this. The emphasis on Tactical development, the increase in Training hours and the increase in physical intensity allows the players more **learning to compete** in the real game and therefore, again, **individual and team Learning Objectives** reflect this.

Achievements of Learning Objectives are formally recorded in each individual player's PMA by the relevant coaches. These are monitored by the relevant Lead Phase Coach

As well as the Tactical development, the Coaching Programmes extend the **Technical** development learned in the Foundation Phase, to more game related required techniques in **Defending & Attacking**.

The development of all player's **positional understanding** is a key measurement in the phase, and a series of resources have been produced by the Academy Management Team with colour pictures showing positional information in relation to where the ball/space/man is. These are laminated and given to all coaches who must have them at pitch side at all times for the players to view.

The Lead Academy Sport Scientist has devised a periodised and prescriptive **Physical** component of the **weekly** coaching programmes. This includes the development of **Agility, Balance, Co-ordination, Speed, Endurance, Strength and Power**.

Whilst the Youth Development Phase Coaching Programme is periodised to show **Short, Medium and Long Term Learning Objectives** and measurements, current research and FA guidance is telling us that the “Learning Cycle” is more important in producing individual results, and in turn individual players, than the one size fits all coaching programme. [\*\*The Academy is to introduce Basic Skills to all Academy sessions. Programme to be developed.\*\*](#)

## **COACHING - continued**

### **Coaching Programme in the Professional Development Phase**

The **Professional Development Phase Coaching Programme** (U17 – U18) consists of key **age specific** considerations and 4 cornered characteristics at this developmental stage. **Psychological and Physical** development is vital to develop more rounded individuals in preparation for life in Professional football. This is reviewed on an annual basis. The programmes are geared more to the **Tactical** development of players at this phase and **individual and team Learning Objectives** reflect this. The emphasis on Tactical development, the increase in Training hours and the increase in physical intensity allows the players more **learning to win** in the real game and therefore, again, **individual and team Learning Objectives** reflect this.

Achievements of Learning Objectives are formally recorded in each individual player's PMA by the relevant coaches. These are monitored by the relevant Lead Phase Coach

As well as the Tactical development, the Coaching Programme extends the game related **Technical** requirements developed in the Youth Development Phase, to more game related required techniques in **Defending & Attacking**.

The development of all player's **positional understanding and application** is a key measurement in the phase, and a series of resources have been produced by the Academy Management Team with colour pictures showing positional information in relation to where the ball/space/man is. These are laminated and given to all coaches who must have them at pitch side at all times for the players to view.

The Lead Academy Sport Scientist has devised a periodised and prescriptive **Physical** component of the **weekly** coaching programmes. This includes the development of **Agility, Balance, Co-ordination, Speed, Endurance, Strength and Power**.

Whilst the Professional Development Phase Coaching Programme is periodised to show **Short, Medium and Long Term Learning Objectives** and measurements, current research and FA guidance is telling us that the "Learning Cycle" is more important in producing individual results, and in turn individual players, than the one size fits all coaching programme.

The Academy is to introduce Basic Skills to all Academy sessions. Programme to be developed.

## **COACHING - continued**

### **Coaching Programme for Goalkeepers**

The Academy has a **Coaching Programme for Goalkeepers** across all phases. These are reviewed on an annual basis.

The Goalkeepers Coaching Programmes include **Learning Objectives for Techniques and Physical Preparation**. The weekly contact time for Goalkeepers includes **Learning Objectives with the Team**.

Achievements of Learning Objectives are formally recorded in each individual player's PMA by the relevant coaches. These are monitored by the relevant Lead Phase Coach.

Whilst the Goalkeepers Coaching Programmes are periodised to show **Short, Medium and Long Term Learning Objectives** and measurements, current research and FA guidance is telling us that the "Learning Cycle" is more important in producing individual results, and in turn individual players, than the one size fits all coaching programme.#

### **Session Planning**

All Coaches produce, deliver and evaluate Sessions Plans for all sessions through the PMA function devised by the AMT. **Individual Learning Objectives should be related to the periodised Coaching programmes** and should include **coaching points for all individuals**.

Achievements of Learning Objectives are formally recorded in each individual player's PMA by the relevant coaches. These are monitored by the relevant Lead Phase Coach

## **COACHING - continued**

### **Game Planning & Evaluation**

All Coaches should **prepare** methodically for **games**. This includes planning **Learning Objectives for all individuals and the team**. These should relate to the relevant periodised coaching programmes.

**COMPLETED - Feedback on individual LO's are through player initiated diaries**

The Academy Management Team have devised a carefully planned structured Warm Up and Cool Down

All games are formally reviewed following each game and should include key achievements of individual coaching points.

Achievements of Learning Objectives are formally recorded in each individual player's PMA by the relevant coaches. These are monitored by the relevant Lead Phase Coach

**COMPLETED - Feedback on individual LO's are through player initiated diaries**

**The Academy is looking to devise a menu of age specific Team Learning Objectives which can be formally reviewed by coaching and AMT staff.**

**NOT COMPLETED – Coaches to link to the 4-4-2 Coaching Programme or current topics. This increases coaches self development**

All Professional Development Phase and some Youth Development Phase games are filmed and clipped accordingly to use as **performance analysis** by coaches, teams, units and individuals for both **Technical development** and **Tactical learning**.

**The Academy introduced the filming of all Home games for U9-U16 age groups. Analysis of this to be structured for 2017-18**

### **Access to Coaching**

All mandatory Category 3 **Coaching requirements** are fulfilled by the weekly Academy timetable. These are:

U9-U11: 3 Hours

U12-U14: 4.5 Hours

U15-U16: 6 Hours

U17-U18: 12 Hours

**All** squads have the mandatory Category 3 **coach to player ratios**.

All staff have the mandatory Category 3 **qualifications and training**, and have an up to date **CV** on file.

## **EDUCATION & WELFARE**

### **The Vision of the Academy for Education & Welfare**

The Academy Management Team have devised **Education and Welfare philosophies**.

These drive the **Education and Welfare strategies** which have been produced by the Academy Management Team and articulate any **Education programmes** on offer to players, **the player's welfare** and an **Accommodation and Transport** plan. These also include the Academy process of **player exit and release**.

These are to be reviewed on an annual basis.

The Academy does not operate any part time or hybrid Education models for U9-U16 players. This is due to the ever increasing demand on Category 3 clubs which at this stage cannot be resourced through the current Academy Budget.

The Academy Head of Education, supported by the Academy Secretary, endeavour to have regular **liaison with the schools** of all players, which increases as the player's get older. This could also include additional **teaching support for individual** players if necessary, provided by the teacher qualified Head of Education.

**The Academy will produce a proforma for parents and schools to complete to highlight any medical or behavioural conditions which the Academy staff need to be aware of.**

**The Academy is continuing to look at ways of developing it's Release Strategy and Processes. This now includes:**

- Informing Parents in advance of any potential issues**
- Parents only meetings**
- Player only meetings**
- Comprehensive evidence files and performance clocks**
- Pathways**
- Support**
- Development Centres**

The Academy has embedded, through new and exciting partnerships, new programmes to increase pathways for all players. 2 x additional U18 Elite Development Squads and an U21 Elite Development Squad. This provides realistic educational and football pathways for 6-22 year olds.

The Academy liaises closely with the League Football Education programme in order to **track player destinations following graduation, up to 3 years after**. This is kept on file by the Academy Secretary.

The Academy endeavours to **track the destinations** of any players released in the Foundation and Youth Development Phases. This is kept on file by the Academy Secretary.

The Academy circulates the **12 weekly Education reports of all full time players, to parents**.

**COMPLETED**

## GAMES PROGRAMME

### Access to the Games Programme

The Academy provides the mandatory Category 3 **access to games, minimum playing time and the minimum number of games per season**, for all players across the phases.

Number of Games and minutes on the pitch are formally recorded in each individual player's PMA by the relevant coaches. **These are monitored by the relevant Lead Phase Coach.**

The Academy invites local grass roots partner clubs and other local Academies in for games once a week and for regular festivals. This is to increase the game time for all players.

The Academy provides a full and **flexed season of fixtures** across all phases. This includes **Regional, Cross Category, Festivals and Tournaments.**  
**COMPLETED**

## SPORT SCIENCE & MEDICINE

### Roles, Responsibilities and Organisational Structure

The Academy Heads of Sport Science & Medicine have provided a comprehensive description of all **department staff and the roles they perform** to support the department Organisational chart.

The Academy provides all players with a **Prehabilitation programme**. This consists of:

Relative & Periodised Fitness Testing:

- FP x 3 times per year – July/Dec/May
- YDP x 3 times per year – July/Dec/May
- PDP x 3 times per year – July/Dec/May

**COMPLETED**

Individual Programmes for Movement/Physical Development

These are formally recorded in each individual player's PMA.

These are developed on a weekly basis during additional sessions of:

- U9-U14 x 30 minutes
- U15-U15 x 30 minutes
- U18 on a daily basis

**COMPLETED**

Progress is monitored on a 6 and 12 week basis by the age specific Academy Sport Scientists who then provide a **quarterly Audit of Fitness Testing** to be analysed by the Academy Management Team.

**COMPLETED**

Each age group is **benchmarked** to highlight individual performance against age specific targets and to support injury prevention.

**COMPLETED**

The Academy Physiotherapists **record all injuries, treatment and rehabilitation programmes**. Individual cases are formally recorded in each individual player's PMA and are **accessed by the relevant coaches**. The Academy has implemented a “Return to Play” process and communicate to all staff, players and parents.

This will be monitored by the Head of Medicine who provides a **quarterly Audit of Injuries** to be analysed by the Academy Management Team.

**COMPLETED**

A comprehensive list and support of **Medical Procedures** is available to all players and parents via the Academy website.

The Academy has the mandatory Category 3 **Sport Science & Medicine staff** in place who are fully qualified and trained.

Most Academy Coaches are qualified in **BFAS** to ensure **primary medical care at all training and games**. Courses are being sourced to complete for all staff.

## PLAYER DEVELOPMENT & PROGRESSION

### Player's Performance Clock

All player's **Coaching Contact Time, Type of Coaching, Amount of Game Time, and Type of Game** are formally recorded in each individual player's PMA by the relevant coaches. These are monitored by the relevant Lead Phase Coach.

**COMPLETED – improve consistency**

The Academy Physiotherapists **record all injuries, treatment and rehabilitation programmes**. Individual cases are formally recorded in each individual player's PMA.

**COMPLETED**

Achievements of **Learning Objectives in training and games, any Education information and all Sport Science information** is formally recorded in each individual player's PMA by the relevant coaches. These are monitored by the relevant Lead Phase Coach.

The Academy PMA system is developing nicely and is **accessible and editable by all relevant staff** and can be **viewed by individual players and parents**. This includes all **records of achievements, 6 and 12 week player reviews, annual reviews, forward plans and targets and conclusions from player review meetings**.

**COMPLETED – improve consistency**

**The Academy will hold x 3 Player Meetings per year. The 1<sup>st</sup> meeting will be held at the start of the season in July to discuss and agree the Individual Coaching Plan & Targets for each player. The Player Review Meetings will be held in December and May. These are attended by Players, Parents, Coaches, Lead Phase Coaches, Head # of Education, Head of Sport Science & Medicine and the Academy Manager.**

**COMPLETED**

A **standardised protocol** is in place for Player Review Meetings and is communicated via the Academy website and includes:

**Player Reports**

**Individual Meeting & Discussion**

**Forward Plan & Targets**

**Formal Recording**

**Conclusions**

**Report added to Player File**

**COMPLETED**

The Football League will provide the Academy Player Phase Transition data.

## TALENT IDENTIFICATION, RECRUITMENT & REGISTRATION

### Talent Identification & Recruitment Philosophy

The Academy Management Team have produced a **Talent ID & Recruitment Philosophy** which articulates how it integrates into the Academy and clearly outlines the roles of the **Head of Recruitment** and the **Academy Scouts**.

This is to be reviewed on an annual basis.

This drives the **Talent ID & Recruitment strategy** which has been produced by the Academy Management Team and articulates the **Player Profiles** and the **Target areas** across the Phases. The strategy explains and links to the **internal assessment** process and allows for recruitment of **late developers** where necessary.

This is to be reviewed on an annual basis.

The Academy has clear and strict policies for:

**Academy Scouts attending games**

**Academy Scouts protocol for approaching potential players**

**External scouts attending RAFC Academy games**

**These and all other policies must be signed for compliance and a record kept on file.**

The Academy Head of Recruitment has provided a comprehensive description of all **department staff and the roles they perform** to support the department **Organisational chart**.

The Head of Recruitment has devised **activity plans** for all scouts, including when and where scouts will be active.

These will be reviewed on a 6 month basis.

**NOT COMPLETED**

The Academy operates a number of **Development Centres** and is supported by the Club Football in the Community programme with close working relationships with all **local schools** and a number of **local junior clubs**.

Academy Scouts are supported with a number of resources to ensure the **procedure for assessment criteria** is in line with the Academy programmes which will help them to recruit the type of Academy players required. These include:

**Academy Football Philosophy**

**4 Cornered Player Profiles**

**Positional Understanding**

**Internal Assessment Criteria**

The Academy holds a **digital database** which is analysed on a regular basis.

**The Talent ID & Recruitment department success is measured by the Short/Medium/Long term player standards of the Academy. This includes Age by Age & Phase by Phase Transition**

The Academy has **6 Local and Regional** scouts who are currently waiting for the relevant **FA Talent ID Training** programme to be announced and accessible.

**There has been a review and restructure of scouts during the season. All scouts have completed FA Level 1 Talent ID**

## **FACILITIES**

The Academy uses a number of local facilities for training and games. These include:

**The Soccer Factory**  
**Hopwood Hall College**  
**Matthew Moss High School**  
**Abbey Hey FC**

Due to the poor playing surface at Abbey Hey FC the U18's games have been played at various venues. Bury Grammar school has been secured for season 2017-18.

The **playing surfaces** for games are deemed adequate and are of an appropriate size per age group. These include a **Goalkeeper warm up area**.

The game facilities used by the Academy have **suitably sized changing areas**, appropriate **washing facilities** for all teams and match officials and **guest areas**.

**The Academy is currently exploring new facilities to lease and develop as part of the vision to become a Category 2 Academy.**

The Academy provides sufficient **office space and equipment** for all staff and has a **private meeting room available for up to 20 people**.

The Academy provides adequate **Host Families and Accommodation** for U17-U18 players if required and provides **Transport to training and games** for U17-U18 players.

## **FINANCIAL SUSTAINABILITY**

The financial plan for the Academy is **integrated into the overall plan for the Club** and is **approved annually by the Board**.

The Academy budget shows:

**Income**  
**Expenditure**  
**Breakdown**

This is **communicated to the Football League via the standardised financial template**.

**COMPLETED**

## SUMMARY

Whilst the academy sits proudly at the top of CAT 3 Productivity, we are still aware that due to the high number of local competitors there needs to be a continued drive to talent identification and recruitment.

Therefore we have produced a handout (see below) for all trialists and pre academy players which sets out 10 Reasons why we believe parents and carers should choose Rochdale AFC Academy for their sons to develop as players and as responsible citizens:

### **10 REASONS why young players and their parents/carers should choose Rochdale Academy**

Rochdale AFC are the Number 1 Academy for Productivity at Category 3 for the 2<sup>nd</sup> year in succession. This means that over the last 3 years the Academy has produced more home grown players to play 1<sup>st</sup> team football than any other club in the country at Category 3. We are the 2<sup>nd</sup> highest in the English Football League and 3<sup>rd</sup> highest across the country including the Premier League. (Source: The Premier League)

**Life as a young professional at an Academy is a tough but rewarding experience for players and parents. It will always be based on footballing ability and you may be good enough to join a club with a higher league position, but no other club in the hotbed of North West football can offer you:**

- 1.A challenging and realistic **Club Philosophy & Vision**, with you at the heart of it – We scored 100% under the Elite Player Performance Plan
- 2.A Manager and Board who encourage and provide **1<sup>st</sup> team playing opportunities for Academy players and graduates** – if you're good enough you're old enough
- 3.A **direct route** from the Academy to the 1<sup>st</sup> team – our senior Academy coaches are co-located in the 1<sup>st</sup> team coaching office. Your name is on a board in the coaches office that the manager walks past many times every day – We scored 100% under the Elite Player Performance Plan
- 4.A higher than average rate of **Productivity and 1<sup>st</sup> team / youth team appearances** – see data
- 5.A **dedicated and caring** team of Academy staff – from the minute you enter the Academy, it's about you as an individual
- 6.A challenging, **ability led coaching programme** – you can take ownership and move up age groups at your own speed
- 7.A **calm but challenging** coaching environment where every player is an individual – We scored 100% under the Elite Player Performance Plan
- 8.A **guaranteed scholarship** if you are still with us at U16, and maybe if you have developed after leaving us, whether with our Youth Team or our Elite Development Squads
- 9.An **education pathway** to U21 with our University **Elite Development Squad**
- 10.The opportunity to become an **Academy Coach** – we like nothing better than employing people who know the club

# Academy Performance Plan 2017-18 – Review – 7<sup>th</sup> May 2017

## SWOT Analysis 2017-18

This analysis is against the internal Rochdale AFC overall business planning and the external Category 2 & 3 football academy market including: Bolton/Bury/Burnley/Oldham/Accrington Stanley

<b>Strengths</b> <ul style="list-style-type: none"><li>• Strong connection to the board</li><li>• Strong connection to the first team (playing opportunities)</li><li>• Academy Manager is a good leader- smarter working, clearer use of resources</li><li>• Achievement of player targets- productivity on poor facility and low budget</li><li>• Coaching programme and philosophy</li><li>• Youth team 17/18 league winners</li><li>• Strong players coming through YDP</li><li>• 1<sup>st</sup> team savings on Academy graduates</li><li>• Reputation local &amp; FA</li><li>• Robust admin team and office space</li><li>• Low cost to the club</li><li>• Committed, knowledgeable, proactive work force</li><li>• Good ratio of ex pros and dynamic/hungry coaches/staff</li><li>• Staff qualifications</li><li>• EDS &amp; DC structure and staffing crossover</li><li>• EDS supports Academy budget</li><li>• Audit status</li><li>• HOC &amp; CCF</li><li>• Recruitment</li><li>• Staff and structure</li><li>• Technical Board and Academy Management Team</li><li>• Clever use of resources</li></ul>	<b>Weaknesses</b> <ul style="list-style-type: none"><li>• Facilities</li><li>• No Talent ID strategy</li><li>• No FT sports science lead</li><li>• No FT medical lead</li><li>• No youth physio</li><li>• Not full coverage in Sports Science</li><li>• PMA usage</li><li>• Recordings of Meetings</li><li>• Evidence of performance targets</li><li>• HOD's Accountability</li><li>• Annual timetable and milestones- implementation and recording</li><li>• Communication- whole club understanding, club wide induction, promote academy</li><li>• Links Academy to EDS</li><li>• FITC Links</li><li>• Home game links to Academy players especially FP</li><li>• Full education reports</li><li>• Pay structure, linked to the role</li><li>• Life skills for Academy and 18s (social media and gambling)</li><li>• Analysis storage</li><li>• Financial resource (full amount we use)</li><li>• Whole club understanding</li><li>• Promote Academy Successes</li><li>• Club wide induction (club relevant department)</li></ul>	<b>Opportunities</b> <ul style="list-style-type: none"><li>• 5% Academy player sell on</li><li>• 1<sup>st</sup> team savings on academy graduates</li><li>• Use reputation and savings/sell ons to finance facilities</li><li>• Continued/stronger 1<sup>st</sup> team links/playing opportunities throughout the Academy</li><li>• School links- education reports</li><li>• Staff restructure- operational and accountable</li><li>• EDS and partnerships</li><li>• Lifeskills- Mental health and wellbeing</li><li>• Video library for Academy</li><li>• Further partnership opportunities (Academy and Club)</li><li>• Pathways for staff and players</li><li>• Self sustainability</li><li>• Increased grant funding</li><li>• Educational report (schools to upload reports to PMA)</li></ul>	<b>Threats</b> <ul style="list-style-type: none"><li>• Sports Science and medicine department</li><li>• Player recruitment- status/facilities</li><li>• Staff retention- category/budget/aspirations/pay structure</li><li>• Staff recruitment- category/budget</li><li>• Early decisions on scholarships</li><li>• Area of recruitment- many cat 1/2/3 clubs</li><li>• Shadow squads</li><li>• Audit result</li><li>• Course attendance</li><li>• Education manager</li><li>• Victim of own success</li><li>• Compulsory Hubs</li></ul>
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## **SWOT Analysis 2017-18**

**This APP is designed to drive continued successful performance throughout the Academy and in turn increase the Productivity Profile of the club.  
It is set out to articulate the key  
areas for improved performance, with the detail in the supporting documents, policies and procedures.**

Through the 8 Key Performance Indicators and sub dimensions set by the Elite Player Performance Plan & Seasonal Operation Record process, the Academy will aim to reach its full potential by the end of the season.

- 1: Vision, Leadership & Finance update
- 2: Football update
- 3: Education & Welfare update
- 4: Elite Performance update
- 5: Operations update (inc Talent ID)
- 6: Relationships with External Football Agencies / Partners update
- 7: The Player update (inc PMA)
- 8: Administration & General update

## VISION & STRATEGY

### Strategic Plan of the Club

The Board will review the **Football Philosophy** from the previous season at their **June** meeting and communicate any changes through the Technical Board meeting the same month, in preparation for the new season 2017-18 starting in July. **COMPLETED**

The Board will review the **Club Values** from the previous season at their **June** meeting and communicate any changes through the Technical Board meeting the same month, in preparation for the new season 2017-18 starting in July. These changes will be communicated to all Academy staff, and players/parents if necessary, through the usual channels of Coaches Meetings, Player Inductions, emails and through the Academy website. **COMPLETED**

The Board will review the **Club Vision** from the previous season at their **June** meeting and communicate any changes through the Technical Board meeting the same month, in preparation for the new season 2017-18 starting in July. **COMPLETED**

### Academy Performance Plan

At the June Technical Board meeting, the Academy Management Team will present an update on the **Academy 5 Year Plan** to drive the **Academy Vision** in line with the Club Vision and any further recommendations from the Board in preparation for the Academy season 2017-18 starting in July. These changes will be communicated to all Academy staff, and players/parents if necessary, through the usual channels of Coaches Meetings, Player Inductions, emails and through the Academy website. **COMPLETED**

Following the June Technical Board meeting, the Academy Management Team will adapt the **Academy Football Philosophy** in line with the Club Football Philosophy and any further recommendations from the Board in preparation for the Academy season 2017-18 starting in July. These changes will be communicated to all Academy staff, and players/parents if necessary, through the usual channels of Coaches Meetings, Player Inductions, emails and through the Academy website. **COMPLETED**

The Board will review the Academy APP & Annual Report from the previous season at their **June** meeting and communicate any recommendations through the Technical Board meeting the same month, in preparation for the new season starting in July. This will include the new **Academy Performance Targets** for season 2017-18 which will be cascaded and communicated to all staff during Appraisal meetings in **July 2017**. **In line with the new Academy 5 year Plan, these targets could include higher performance in line with the vision of becoming a Category 2 Academy.** **COMPLETED**

## VISION & STRATEGY - continued

The Board will review the **Culture** document from the previous season at their **June** meeting and communicate any changes through the Technical Board meeting the same month, in preparation for the new season 2017-18 starting in July. These changes will be communicated to all Academy staff, and players/parents if necessary, through the usual channels of Coaches Meetings, Player Inductions, emails and through the Academy website. **COMPLETED**

The Academy Management Team will review the **Integration of Multi-Disciplinary Departments** from the previous season at their **June** meeting and make any changes necessary. **Areas for improvement are:**

- **Meetings – Improve attendance at all meetings – All heads of departments included as well as wider areas such as media and analysis**

New dates for departmental and Academy Management Team meetings will be set in preparation for the new season 2017-18 starting in July. **COMPLETED**

The Academy Management Team will **measure the Performance Targets** on a regular basis at **monthly meetings**, but in a more robust way at the Appraisal 6 Month Review meetings in **December 2017** and at the end of the season in May 2018. **COMPLETED**

The Academy Management Team will **review the APP** from the previous season at their **May 2017** meeting and produce an Annual Report to go to the Board for their meeting in June 2017. **COMPLETED**

The Board will **review and approve the APP**, and make any recommendations, at their meeting in **July 2017**. **COMPLETED**

The Academy Management Team will **communicate** the success of the APP on a **club wide** basis in **July 2017** through the regular methods described in the communication document. **The Academy will include the Marketing & Communications department in this process.** **COMPLETED**

## **LEADERSHIP & MANAGEMENT**

### **Organisational Structure**

The Academy Management Team will produce and update a **Staffing Structure Model** throughout the season 2017-18. **COMPLETED**

The **Academy Management Team** will endeavour to have the full mandatory staff in place throughout the season 2017-18, consisting of:

**Academy Manager**

**Head of Coaching**

**Head of Education**

**Head of Sport Science & Medicine** [Vacancy](#)

**Head of Academy Recruitment**

**Professional Development Phase Lead Coach**

**Other roles** [COMPLETED](#)

The Academy Management Team will also include the following:

**Youth Development Phase Lead Coach**

**Foundation Phase Lead Coach**

**Academy Goalkeeping Coach**

**Academy Lead Sport Scientist**

The AMT agenda will be linked to the new SOR to include:

- 1: Vision, Leadership & Finance update
- 2: Football update
- 3: Education & Welfare update
- 4: Elite Performance update
- 5: Operations update (inc Talent ID)
- 6: Relationships with External Football Agencies / Partners update
- 7: The Player update (inc PMA)
- 8: Administration & General update

The **Technical Board** will endeavour to have the full mandatory staff in place throughout the season 2017-18, consisting of:

**Chief Executive**

**Club Manager**

**Academy Manager**

**COMPLETED**

## **LEADERSHIP & MANAGEMENT - continued**

The Technical Board will also include the following:

### **Liaison Coach**

The TB will adopt the Functions to include:

Function - a

*“To strategically develop, monitor and define the Academy Performance Plan”*

Function - b

*“Monitor the transition of players through each phase of the Performance Pathway”*

Function - c

*“Monitor the training and playing opportunities for Academy players at 1<sup>st</sup> team level”*

Function - d

*“Monitor the Productivity Profile of the club in terms of home grown talent”*

**The introduction into AOB around the loan strategy was recommended and will look to be included within one of the functions above**

## LEADERSHIP & MANAGEMENT - continued

### Internal Communication

The Academy Management Team, in conjunction with the Club Human Resource team, will produce an annual **Staff Handbook** and a **Staff Code of Conduct** which each member of staff will sign for at **Club Wide & Departmental Staff Induction meetings in July 2017** in preparation for the 2017-18 season. **Any new staff arriving during the season will be fully inducted on a club wide basis and by their relevant department.**

Frequent structured meetings will be **planned and communicated on an accessible Academy calendar** and will take place at the following times:

**Academy Management Team** – the first Tuesday of every month at 2pm

**Multi-Disciplinary team meeting for Professional Development Phase** – Every 6 weeks on the Friday preceding the deadline.

**Multi-Disciplinary team meeting for Youth Development Phase** – Every 6 weeks on the Friday preceding the deadline.

**Multi-Disciplinary team meeting for Foundation Phase** – Every 12 weeks on the Friday preceding the deadline.

**The Academy Management Team meeting included each head of department to discuss their individual departments on a monthly basis**

The Head of Coaching will produce an Annual **Continuous Professional Development programme for coaches in July**, in partnership with the regional FA Youth Coach Educator. This will be aligned to the new **Coaching Competency Framework** and discussed and agreed at Appraisal meetings. **These will include 1-2-1 discussions which will form an agreed Development & Action Plan.**

**The HOC employed for the start of 2017-18 season and the above started.**

All Academy Coaches will complete their **Licence Maintenance** at the earliest opportunity each season, if not fulfilled by the 3 year allowance. This will be regularly reviewed by the Academy secretary through the FA Members Services pages for the club. **COMPLETED**

The Academy Manager will produce an Annual **Continuous Professional Development programme for Academy Management Team members and other staff in July**, in partnership with the Chief Executive and Technical Board. This will be discussed and agreed at Appraisal meetings. **The Academy will liaise with the FA/LFE/Football League to produce this.** **COMPLETED**

**Annual Appraisals for all Professional, Youth Development and Foundation Phase staff** will take place in **July 2016** and reviewed at a 6 month stage in **December 2016**. **These will be planned and communicated on an accessible Academy Calendar.** **COMPLETED**

# Club Set Targets Achievements

RED- Not Achieved  
AMBER- Just below achievement  
GREEN- Achieved

1. Produce x1 U21 Home grown Player to Appear regular in 1<sup>st</sup> Team Squad  
**Callum Camps and Andy Cannon**
2. Achieve x1 U21 Home grown Player every 3yrs Transferred  
**Jamie Allen, Luke Matheson (bid rejected), Daniel Adshead (bid rejected)**
3. Produce x2 U18 Players turning Professional  
**Aaron Morley & Brad Wade**
4. Develop x2 U18 Players to make Debut  
**Dan Adshead**
5. Recruit 50% Full Time Scholars from Youth Development Phase  
**Dan Adshead, Musambya Kisimba, Sam Kilner, Morgan Piper, Morgan Moreland**
6. Recruit 50% Youth Development players from Foundation Phase  
**9 out of the 10 signed at U13s are from FP. 26 of 52 players (50%) in YDP for following season from FP**
7. Produce x2 players in FP to progress annually through to PDP  
**Dan Adshead, Sam Kilner, Morgan Piper**

## COACHING

### Coaching Philosophy

The **Academy Coaching Programme** consists of a series of 4 Cornered (Technical/Tactical/Physical/Psychological/Social) Age Specific programmes across the Professional, Youth Development and Foundation Phases, aimed at equipping the players with the Fundamentals and Club Traits required in Defending, Attacking and Transition.

These are devised by the Academy Management Team and are in full **synergy with the Club Football Philosophy**.

**The periodisation for all coaching programmes has been reviewed. This has highlighted new proposals for a new periodisation of 4 x 10 week blocks. This is to ensure consistent messages from all staff and to allow all players enough time to consolidate their individual and team learning objectives, through training sessions and games.**

All staff will receive new copies, and any training if necessary, at the staff induction meeting in **July 2017**, in preparation for the 2017-18 season.

The Academy Management Team have devised a series of **Player Profiles** as a vision to recruit and develop the perfect player. This is a 4 Cornered Position Specific approach and can be used as a guide, and measuring system, for coaches and players to ensure maximum potential is unlocked and developed. These will be reviewed on an annual basis and any changes communicated, and any training if necessary, at the staff induction meeting in **July 2016**, in preparation for the 2016-17 season.

The Academy Management Team and Phase Lead Coaches have adopted the “Game” theory to all training sessions. This is to ensure that all practices are mirroring the actual game we are endeavouring to teach to all players.

The Academy has adopted and implemented a set of Non Negotiables. These would become a framework to support the non-football aspects of the player profiles of the club and would consist of:

- COMPETE
- RUN – TEAM IN POSSESSION
- RUN – TEAM OUT OF POSSESSION
- PRESS
- KEEP POSSESSION

The basic skills strand was fully implemented in the 2017-18 season to look to improve players technically:

Heading

1st Touch (Surfaces)

Passing

Finishing

These have been a massive success and were evident in most practices and games. They can be used as a “Reset” button when the tactical information isn’t being followed.

The Talent ID department also used them as a guide to recruitment.

## **COACHING**

The Academy Management Team has produced as part of the annual Staff Handbook, guidance documents with best practice research and references in:

### **Creating a Positive Learning Environment**

#### **Coaching Styles**

#### **Differentiation**

The Academy Management Team has produced a unique **Coaching Vocabulary** in synergy with the 1<sup>st</sup> team, to ensure a consistent message across the performance pathways.

[\*\*Constantly reviewed to ensure consistency\*\*](#)

The Academy Management Team, and the Lead Phase Coaches, will continually assess the practice sessions put on by coaches to ensure all of the above is taking place.

### **Coaching Programme in the Foundation Phase**

The **Foundation Phase Coaching Programme** (U9-U12) consists of key **age specific** considerations and 4 cornered characteristics at this vital “window of opportunity” developmental stage. **Social** development is vital to start developing more rounded individuals in preparation for life in Academy and Professional football. These are reviewed on an annual basis.

The Academy view is that **Ball Mastery** should play a fundamental role in developing the traits of the club linked to the philosophy and player profiles and therefore this takes up a large percentage of the weekly contact time. This in turn develops more **physical literacy**, and boys who do not have the full range are given specific and individual physical development programmes to “catch up”. The Academy Foundation Phase is continuing its successful pilot, following staff attending the new FA Advanced Youth Award, where a “Menu” of **4 Cornered Learning Objectives** are offered to players to choose.

Achievements of Learning Objectives are formally recorded in each individual player’s PMA by the relevant coaches. These are monitored by the relevant Lead Phase Coach

Although **positional understanding** isn’t the key measurement in the phase, a series of resources have been produced by the Academy Management Team with colour pictures showing positional information in relation to where the ball/space/man is. These are laminated and given to all coaches who must have them at pitch side at all times for the players to view.

Whilst the Foundation Phase Coaching Programme is periodised to show **Short, Medium and Long Term Learning Objectives** and measurements, current research and FA guidance is telling us that the “Learning Cycle” is more important in producing individual results, and in turn individual players, than the one size fits all coaching program.

## **COACHING - continued**

### **Coaching Programme in the Youth Development Phase**

The **Youth Development Phase Coaching Programme** (U13-U16) consists of key **age specific** considerations and 4 cornered characteristics at this vital “maturation” developmental stage. **Psychological and Physical** development is vital to develop more rounded individuals in preparation for life in Academy and Professional football. These are reviewed on an annual basis.

The programmes are geared more to the **Tactical** development of players at this phase and **individual and team Learning Objectives** reflect this. The emphasis on Tactical development, the increase in Training hours and the increase in physical intensity allows the players more **learning to compete** in the real game and therefore, again, **individual and team Learning Objectives** reflect this.

Achievements of Learning Objectives are formally recorded in each individual player's PMA by the relevant coaches. These are monitored by the relevant Lead Phase Coach

As well as the Tactical development, the Coaching Programmes extend the **Technical** development learned in the Foundation Phase, to more game related required techniques in **Defending & Attacking**.

The development of all player's **positional understanding** is a key measurement in the phase, and a series of resources have been produced by the Academy Management Team with colour pictures showing positional information in relation to where the ball/space/man is. These are laminated and given to all coaches who must have them at pitch side at all times for the players to view.

The Lead Academy Sport Scientist has devised a periodised and prescriptive **Physical** component of the **weekly** coaching programmes. This includes the development of **Agility, Balance, Co-ordination, Speed, Endurance, Strength and Power**.

Whilst the Youth Development Phase Coaching Programme is periodised to show **Short, Medium and Long Term Learning Objectives** and measurements, current research and FA guidance is telling us that the “Learning Cycle” is more important in producing individual results, and in turn individual players, than the one size fits all coaching programme.

## **COACHING - continued**

### **Coaching Programme in the Professional Development Phase**

The **Professional Development Phase Coaching Programme** (U17 – U18) consists of key **age specific** considerations and 4 cornered characteristics at this developmental stage. **Psychological and Physical** development is vital to develop more rounded individuals in preparation for life in Professional football. This is reviewed on an annual basis. The programmes are geared more to the **Tactical** development of players at this phase and **individual and team Learning Objectives** reflect this. The emphasis on Tactical development, the increase in Training hours and the increase in physical intensity allows the players more **learning to win** in the real game and therefore, again, **individual and team Learning Objectives** reflect this.

Achievements of Learning Objectives are formally recorded in each individual player's PMA by the relevant coaches. These are monitored by the relevant Lead Phase Coach

As well as the Tactical development, the Coaching Programme extends the game related **Technical** requirements developed in the Youth Development Phase, to more game related required techniques in **Defending & Attacking**.

The development of all player's **positional understanding and application** is a key measurement in the phase, and a series of resources have been produced by the Academy Management Team with colour pictures showing positional information in relation to where the ball/space/man is. These are laminated and given to all coaches who must have them at pitch side at all times for the players to view.

The Lead Academy Sport Scientist has devised a periodised and prescriptive **Physical** component of the **weekly** coaching programmes. This includes the development of **Agility, Balance, Co-ordination, Speed, Endurance, Strength and Power**.

Whilst the Professional Development Phase Coaching Programme is periodised to show **Short, Medium and Long Term Learning Objectives** and measurements, current research and FA guidance is telling us that the "Learning Cycle" is more important in producing individual results, and in turn individual players, than the one size fits all coaching programme.

## **COACHING - continued**

### **Coaching Programme for Goalkeepers**

The Academy has a **Coaching Programme for Goalkeepers** across all phases. These are reviewed on an annual basis.

The Goalkeepers Coaching Programmes include **Learning Objectives for Techniques and Physical Preparation**. The weekly contact time for Goalkeepers includes **Learning Objectives with the Team**.

Achievements of Learning Objectives are formally recorded in each individual player's PMA by the relevant coaches. These are monitored by the relevant Lead Phase Coach.

Whilst the Goalkeepers Coaching Programmes are periodised to show **Short, Medium and Long Term Learning Objectives** and measurements, current research and FA guidance is telling us that the "Learning Cycle" is more important in producing individual results, and in turn individual players, than the one size fits all coaching programme.#

### **Session Planning**

All Coaches produce, deliver and evaluate Sessions Plans for all sessions through the PMA function devised by the AMT. **Individual Learning Objectives should be related to the periodised Coaching programmes** and should include **coaching points for all individuals**.

Achievements of Learning Objectives are formally recorded in each individual player's PMA by the relevant coaches. These are monitored by the relevant Lead Phase Coach

## COACHING - continued

### Game Planning & Evaluation

All Coaches should **prepare** methodically for **games**. This includes planning **Learning Objectives for all individuals and the team**. These should relate to the relevant periodised coaching programmes.

**COMPLETED - Feedback on individual LO's are through player diaries, if the player does not initiate them the coach does.**

The Academy Management Team have devised a carefully planned structured Warm Up and Cool Down

All games are formally reviewed following each game and should include key achievements of individual coaching points.

Achievements of Learning Objectives are formally recorded in each individual player's PMA by the relevant coaches. These are monitored by the relevant Lead Phase Coach

**COMPLETED - Feedback on individual LO's are through player diaries, if the player does not initiate them the coach does**

All Professional Development Phase and some Youth Development Phase games are filmed and clipped accordingly to use as **performance analysis** by coaches, teams, units and individuals for both **Technical development** and **Tactical learning**.

**The Academy introduced the filming of all Home games for U9-U16 age groups. Analysis of this to be structured for 2017-18**

### Access to Coaching

All mandatory Category 3 **Coaching requirements** are fulfilled by the weekly Academy timetable. These are:

U9-U11: 3 Hours

U12-U14: 4.5 Hours

U15-U16: 6 Hours

U17-U18: 12 Hours

**All** squads have the mandatory Category 3 **coach to player ratios**.

All staff have the mandatory Category 3 **qualifications and training**, and have an up to date **CV** on file.

## **EDUCATION & WELFARE**

### **The Vision of the Academy for Education & Welfare**

The Academy Management Team have devised **Education and Welfare philosophies**.

These drive the **Education and Welfare strategies** which have been produced by the Academy Management Team and articulate any **Education programmes** on offer to players, **the player's welfare** and an **Accommodation and Transport** plan. These also include the Academy process of **player exit and release**.

These are to be reviewed on an annual basis.

The Academy does not operate any part time or hybrid Education models for U9-U16 players. This is due to the ever increasing demand on Category 3 clubs which at this stage cannot be resourced through the current Academy Budget.

The Academy Head of Education, supported by the Academy Secretary, endeavour to have regular **liaison with the schools** of all players, which increases as the player's get older. This could also include additional **teaching support for individual** players if necessary, provided by the teacher qualified Head of Education.

**The Academy will produce a proforma for parents and schools to complete to highlight any medical or behavioural conditions which the Academy staff need to be aware of.**

**The Academy is continuing to look at ways of developing it's Release Strategy and Processes. This now includes:**

- Informing Parents in advance of any potential issues**
- Parents only meetings**
- Player only meetings**
- Comprehensive evidence files and performance clocks**
- Pathways**
- Support**
- Development Centres**

The Academy has embedded, through new and exciting partnerships, new programmes to increase pathways for all players. 2 x additional U18 Elite Development Squads and an U21 Elite Development Squad. This provides realistic educational and football pathways for 6-22 year olds.

The Academy liaises closely with the League Football Education programme in order to **track player destinations following graduation, up to 3 years after**. This is kept on file by the Academy Secretary.

The Academy endeavours to **track the destinations** of any players released in the Foundation and Youth Development Phases. This is kept on file by the Academy Secretary.

The Academy circulates the **12 weekly Education reports of all full time players, to parents**.

**COMPLETED**

## GAMES PROGRAMME

### Access to the Games Programme

The Academy provides the mandatory Category 3 **access to games, minimum playing time and the minimum number of games per season**, for all players across the phases.

Number of Games and minutes on the pitch are formally recorded in each individual player's PMA by the relevant coaches. **These are monitored by the relevant Lead Phase Coach.**

The Academy invites local grass roots partner clubs and other local Academies in for games once a week and for regular festivals. This is to increase the game time for all players.

The Academy provides a full and **flexed season of fixtures** across all phases. This includes **Regional, Cross Category, Festivals and Tournaments**.

**COMPLETED-** introduction of a Floodlit tournament for the U15s which mirrored the Cat 1 league. Organised by YDP phase lead and enhanced the games programme.

Numerous games called off in the games programme due to the weather, will look to see what else can be organised in the 2018-19 season.

## SPORT SCIENCE & MEDICINE

### Roles, Responsibilities and Organisational Structure

The Academy Heads of Sport Science & Medicine have provided a comprehensive description of all **department staff and the roles they perform** to support the department Organisational chart.

The Academy provides all players with a **Prehabilitation programme**. This consists of:

Relative & Periodised Fitness Testing:

- FP x 3 times per year – July/Dec/May
- YDP x 3 times per year – July/Dec/May
- PDP x 3 times per year – July/Dec/May

**COMPLETED**

Individual Programmes for Movement/Physical Development

These are formally recorded in each individual player's PMA.

These are developed on a weekly basis during additional sessions of:

- U9-U14 x 30 minutes
- U15-U15 x 30 minutes
- U18 on a daily basis

**COMPLETED**

Progress is monitored on a 6 and 12 week basis by the age specific Academy Sport Scientists who then provide a **quarterly Audit of Fitness Testing** to be analysed by the Academy Management Team.

**COMPLETED**

Each age group is **benchmarked** to highlight individual performance against age specific targets and to support injury prevention.

**COMPLETED**

The Academy Physiotherapists **record all injuries, treatment and rehabilitation programmes**. Individual cases are formally recorded in each individual player's PMA and are **accessed by the relevant coaches**. The Academy has implemented a “Return to Play” process and communicate to all staff, players and parents.

This will be monitored by the Head of Medicine who provides a **quarterly Audit of Injuries** to be analysed by the Academy Management Team.

**COMPLETED**

A comprehensive list and support of **Medical Procedures** is available to all players and parents via the Academy website.

The Academy has the mandatory Category 3 **Sport Science & Medicine staff** in place who are fully qualified and trained.

Most Academy Coaches are qualified in **BFAS** to ensure **primary medical care at all training and games**. Courses are being sourced to complete for all staff.

## PLAYER DEVELOPMENT & PROGRESSION

### Player's Performance Clock

All player's **Coaching Contact Time, Type of Coaching, Amount of Game Time, and Type of Game** are formally recorded in each individual player's PMA by the relevant coaches. These are monitored by the relevant Lead Phase Coach.

**COMPLETED – improve consistency**

The Academy Physiotherapists **record all injuries, treatment and rehabilitation programmes**. Individual cases are formally recorded in each individual player's PMA.

**COMPLETED**

Achievements of **Learning Objectives in training and games, any Education information and all Sport Science information** is formally recorded in each individual player's PMA by the relevant coaches. These are monitored by the relevant Lead Phase Coach.

The Academy PMA system is developing nicely and is **accessible and editable by all relevant staff and can be viewed by individual players and parents**. This includes all **records of achievements, 6 and 12 week player reviews, annual reviews, forward plans and targets and conclusions from player review meetings**.

**COMPLETED – improve consistency**

**The Academy will hold x 3 Player Meetings per year. The 1<sup>st</sup> meeting will be held at the start of the season in July to discuss and agree the Individual Coaching Plan & Targets for each player. The Player Review Meetings will be held in December and May. These are attended by Players, Parents, Coaches, Lead Phase Coaches, Head # of Education, Head of Sport Science & Medicine and the Academy Manager.**

**COMPLETED**

A **standardised protocol** is in place for Player Review Meetings and is communicated via the Academy website and includes:

**Player Reports**

**Individual Meeting & Discussion**

**Forward Plan & Targets**

**Formal Recording**

**Conclusions**

**Report added to Player File**

**COMPLETED**

The Football League will provide the Academy Player Phase Transition data.

## TALENT IDENTIFICATION, RECRUITMENT & REGISTRATION

### Talent Identification & Recruitment Philosophy

The Academy Management Team have produced a **Talent ID & Recruitment Philosophy** which articulates how it integrates into the Academy and clearly outlines the roles of the **Head of Recruitment** and the **Academy Scouts & Spotters**.

This is to be reviewed on an annual basis.

This drives the **Talent ID & Recruitment strategy** which has been produced by the Academy Management Team and articulates the **Player Profiles** and the **Target** areas across the Phases. The strategy explains and links to the **internal assessment** process and allows for recruitment of **late developers** where necessary.

This is to be reviewed on an annual basis.

The Academy has clear and strict policies for:

**Academy Scouts & spotters attending games**

**Academy Scouts & spotters protocol for approaching potential players**

**External scouts attending RAFC Academy games**

**These and all other policies must be signed for compliance and a record kept on file.**

The Academy Head of Recruitment has provided a comprehensive description of all **department staff and the roles they perform** to support the department **Organisational chart**.

The Head of Recruitment has devised **activity plans** for all scouts, including when and where scouts will be active.

These will be reviewed on a 6 month basis.

All spotter concentrate on specific regions, can be found on PMA

The Academy operates a number of **Development Centres** and is supported by the Club Football in the Community programme with close working relationships with all **local schools** and a number of **local junior clubs**.

Academy Scouts are supported with a number of resources to ensure the **procedure for assessment criteria** is in line with the Academy programmes which will help them to recruit the type of Academy players required. These include:

**Academy Football Philosophy**

**4 Cornered Player Profiles**

**Positional Understanding**

**Internal Assessment Criteria**

The Academy holds a **digital database** which is analysed on a regular basis.

**The Talent ID & Recruitment department success is measured by the Short/Medium/Long term player standards of the Academy. This includes Age by Age & Phase by Phase Transition**

The Academy has **6 Local and Regional** spotters who are currently waiting for the relevant **FA Talent ID Training** programme to be announced and accessible.

Spotters have been streamlined by Head of Department with all spotters reporting into Head of Recruitment & Phase leads with potential players.

## FACILITIES

The Academy uses a number of local facilities for training and games. These include:

**The Soccer Factory**

**Hopwood Hall College**

**Matthew Moss High School**

**Heywood Sports Village**

**Stalybridge Celtic**

[Stalybridge Celtic](#) was used for the 2017-18 season for the U18s home fixtures, with Heywood Sport Village introduced as the training venue

The **playing surfaces** for games are deemed adequate and are of an appropriate size per age group. These include a **Goalkeeper warm up area**.

The game facilities used by the Academy have **suitably sized changing areas**, appropriate **washing facilities** for all teams and match officials and **guest areas**.

**The Academy is currently exploring new facilities to lease and develop as part of the vision to become a Category 2 Academy.**

The Academy provides sufficient **office space and equipment for all staff** and has a **private meeting room available for up to 20 people**.

The Academy provides adequate **Host Families and Accommodation** for U17-U18 players if required and provides **Transport to training and games** for U17-U18 players.

## **FINANCIAL SUSTAINABILITY**

The financial plan for the Academy is **integrated into the overall plan for the Club** and is **approved annually by the Board**.

The Academy budget shows:

**Income**  
**Expenditure**  
**Breakdown**

This is **communicated to the Football League via the standardised financial template**.

**COMPLETED**

## SUMMARY

Areas to develop and recommendations:

Once audit report is received then the KAP from this will be actioned and implemented into the 2018-19 season

This will then shape the APP and each individual department for the 2018-19 season

Each Head of Department is accountable for their own individual KPI

Recruitment of a full time Head of Sports Science and Medicine for the 2018-19 season

Monitoring and reporting of targets in a more regular basis

Development of a strategy that can be used across the Talent ID areas

# Academy Performance Plan 2018-19 – Review – 8<sup>th</sup> May 2019

## SWOT Analysis 2018-19

### Vision Leadership & Finance:

<b>Strengths</b> <ul style="list-style-type: none"><li>– Pathways for staff and the continuity of this process.</li><li>– Pathways for players.</li><li>– Achievement of player targets (4 professional contracts offered / 5 including Daniel Adshead).</li><li>– Full coverage of SSM at Academy/Youth Team level and the link with the First Team.</li><li>– RAG scoring system from U9.</li><li>– Facilities – Stalybridge Celtic and Hopwood Hall College.</li><li>– Budget – clever use of resources.</li><li>– Youth Team doing well in Youth Alliance NW League.</li><li>– Strong connection to RAFC Board / First Team.</li><li>– Staff structure.</li></ul>	<b>Weaknesses</b> <ul style="list-style-type: none"><li>• PMA usage</li><li>• Recordings of Meetings</li><li>• Evidence of performance targets</li><li>• HOD's Accountability</li><li>• Annual timetable and milestones- implementation and recording</li><li>• Communication- whole club understanding, club wide induction, promote academy</li><li>• Links Academy to EDS</li><li>• FITC Links</li><li>• Home game links to Academy players especially FP</li><li>• Financial resource (full amount we use)</li><li>• Whole club understanding</li><li>• Promote Academy Successes</li><li>• Club wide induction (club relevant department</li><li>– Facilities – Soccer Factory and Matthew Moss</li><li>– Not allowing players into other Clubs or selling players.</li><li>– Appraisals.</li><li>– Staff salaries.</li><li>– Staff communication/punctuality/preparation/organisation.</li></ul>
<b>Opportunities</b> <ul style="list-style-type: none"><li>• 5% Academy player sell on</li><li>• 1<sup>st</sup> team savings on academy graduates</li><li>• Use reputation and savings/sell ons to finance facilities</li><li>• Continued/stronger 1<sup>st</sup> team links/playing opportunities throughout the Academy</li><li>• School links- education reports</li><li>• Staff restructure- operational and accountable</li><li>• Further partnership opportunities (Academy and Club)</li><li>• Pathways for staff and players</li><li>• Self sustainability</li><li>• Increased grant funding</li></ul>	<b>Threats</b> <ul style="list-style-type: none"><li>• Sports Science and medicine department</li><li>• Player recruitment- status/facilities</li><li>• Staff retention- category/budget/aspirations/pay structure</li><li>• Staff recruitment- category/budget</li><li>• Early decisions on scholarships</li><li>• Area of recruitment- many cat 1/2/3 clubs</li><li>• Shadow squads</li><li>• Audit result</li><li>• Course attendance</li><li>• Education manager</li><li>• Victim of own success</li><li>• Compulsory Hubs</li></ul>

# Coaching Programme

## Strengths

### FP

- Strong connection to the first team (playing opportunities)
- Coach led / development opportunities
- Player understanding
- Consistent messages

### YDP

- Strong connection to the first team (playing opportunities)
- Coach led / development opportunities
- Player understanding
- Consistent messages

### PDP

- Strong connection to the first team (playing opportunities)
- Coach led / development opportunities
- Player understanding
- Consistent messages

## Weaknesses

### FP

- Individual Vs team development
- Coach led - interpretation = basic skills, 1 v 1, D / A / T, etc.
- Rotations, underlap / overlap, move for and with others.
- GK – learning linked in for coach awareness.

### YDP

- Individual Vs team development – certain staff.
- Coach led - interpretation = basic skills, 1 v 1, D / A / T, etc.
- Rotations, move for others.
- GK – learning linked in for coach awareness.

### PDP

## Opportunities

### FP

## Threats

### FP

- New staff - turnover
- Staff pairings.
- Coach not connecting, delivering as expected
- Coach experience.

### YDP

### YDP

- New staff - turnover
- Staff pairings.
- Coach not connecting, delivering as expected
- Coach experience.

### PDP

### PDP

### PDP

- Data for specific practices / positions / SSG's etc.

- New staff – relationships.

# Goalkeeping Department

## Strengths

- The consistent offer of scholarships being offered at the Youth development phase, with the next 10 years academy goalkeepers at PDP level already secured.
- The academy goalkeepers are developing players with their part in the philosophy of the football club, specifically the playing out from the goalkeeper element.
- A playing out from the goalkeeper pilot was completed and has now been asked at the Academy managers request to be pencilled into the coaching programme for next year. In addition to this the YDP will now undergo a similar programme at the start of the coaching programme in the 19/20 season.
- Opportunities for goalkeepers stepping up in the academy and 1<sup>st</sup> Team (BK, BW, MP, BC)

## Weaknesses

- Percentage of goalkeepers being released at Foundation phase, specifically the transition from U12 to U13.
- Recruitment of goalkeepers is heavily dependent on network contacts, the recruitment team and other coaches.
- Relationships with outfield coaches is still area for development. Managing behaviours of coaches being able to communicate with them on a level where they want to learn is difficult.

## Opportunities

- Loan strategy to be put into place in order to stop the pathway at PDP level blocking those currently at PDP or below in the YDP.
- The use of video capture to bring the Learning menu's to life, giving the goalkeepers a real time view of what the learning objective is based around.
- A more in detail goalkeeping programme will ensure that the programme can be delivered even in the goalkeeping coach is not present and for future planning this can be used. The idea is for the longevity of the academy goalkeeping programme.
- Three trial dates to be pencilled in throughout the year for goalkeepers to attend. This will be to try and boost the local talent we have in the academy.
- Goalkeeping section to be developed within the coaches handbook to give more detail to outfield coaches as a guide to session planning and in game coaching.
- Goalkeeping playing out from the back will be introduced at YDP for the 2019/20 season and in addition to this the same programme will be rolled out to the FP.
- Sunday training for goalkeepers who have two goalkeepers within one age groups so that the goalkeepers getting enough training time and game time in one day.
- Goalkeepers to take part in the game as an outfield player in some capacity.

## Threats

- Recent climb on scholarships offered to goalkeeper's means that the pathways may become blocked at PDP having a detrimental impact on goalkeepers playing time.
- The current percentage of releasing goalkeepers at U12 who have been in the academy since U9 poses an obstacle to developing a goalkeeper who will have come all the way through the academy system to scholarship age.
- Taking a goalkeeper each year may lead to one missing out with first team not talking a goalkeeper each year. Potentially sell one.

# I.L.P.'s

## Strengths

### FP

- Strong connection through the phases.
- Player led

### YDP

- Strong connection through the phases.
- Player led

### PDP

- Strong connection through the phases.
- Player le

## Weaknesses

### FP

- Parent understanding
- Player understanding
- Coach consistency – feedback link to topic / game.
- Psych / social / physical understanding

### YDP

- Parent understanding
- Player understanding
- Coach consistency – feedback link to topic / game.

### PDP

- Parent understanding
- Player understanding

## Opportunities

### FP

- Player diaries – create before season.
- Moving players on, feedback questions / prompts
- Layer underneath the ILP's – tasks and question.
- Video footage and examples in reviews – player led. Player journey
- Psych / social / physical developments

### YDP

- Player diaries – create before season.
- Moving players on, feedback questions / prompts
- Layer underneath the ILP's – tasks and question.
- Video footage and examples in reviews – player led. Player journey
- Psych / social / physical developments

### PDP

- Player diaries – create before season.
- Moving players on, feedback questions / prompts
- Layer underneath the ILP's – tasks and question.
- Video footage and examples in reviews – player led. Player journey
- Psych / social / physical developments

## Threats

### FP

- Time constraints
- Player buy in
- System for editing footage, filming games

### YDP

- Time constraints
- Player buy in
- System for editing footage, filming games

### PDP

- Time constraints
- Player buy in
- System for editing footage, filming games

# Performance Analysis

## Strengths

- Strong connection through the phases.
- Number of individual clips at YDP/PDP – Every Youth Team player and U15/16s getting individual clips each week
- Player profiles for released 16s/2<sup>nd</sup> years have attracted attention of other clubs
- Harddrive of stored footage allows us to access any footage from previous seasons
- Passages of play clips at YDP each week – Playing out, regaining etc.
- Volunteer monitoring up to date meeting audit requirements
- Player analysis – Clips of elite players showing certain traits being used as a learning tool for our players e.g. clips of strikers making runs in behind at Premier League level is being shown to our strikers throughout the academy

## Weaknesses

- Lack of FP games being filmed – Due to volunteer availability/YDP taking priority
- Storage on PMA – older footage is now being removed on a regular basis due to storage being full
- Limited time spent at the club means I can't do everything I would like to do e.g. projects with Rick
- Volunteer availability – not available often enough to film games
- Filming position on 4G and 11/12s pitch at Hopwood Hall isn't great – Need a viewing platform on the to pitch – Portable gantry/ladders

## Opportunities

- Video library of philosophy clips – Learning tool as discussed with Rick for new coaches and players to be shown at inductions etc.
- Link with universities (UCLan) or college who may be able to provide filming equipment and software – If not, we will have to purchase equipment to be able to film every game

## Threats

- Time constraints
- Player buy inLack of cameras/equipment to film games
- PMA Storage
- Limited days in the club – Lots of work/projects that could be done
- Volunteers

# Education and Welfare

## Strengths

- Committed, knowledgeable, work force
- Staff qualifications
- Academy Support
- Clever use of resources
- Toot Toot

## Weaknesses

- P/T Education Officer
- No Training Base
- Limited club understanding
- H&S at club

## Opportunities

- New Apprenticeship
- School and community links
- Links with other Education Officers

## Threats

- Education manager
- New apprenticeship
- Increased demands and costs

# Sports Science and Medicine

## Strengths

- Up to date qualifications
- Experience and broad base knowledge
- Appointment system for the academy
- FT medical lead
- PDP/YDP Sport scientist hired
- Multi-gender staff structure
- Logging of Data and injury records
- Tracking of PHV's
- Fitness Testing
- Communicating with parents regarding appointments and advice
- Communicating within department
- Medical Equipment up to date
- Audit

## Opportunities

- Education and CPD
- Access to separate funding (look at FA/EFL/Medical funding)
- Full Use of PMA?
- Gym Memberships

## Weaknesses

- Communication between other departments
- Budget planning
- Medical Forms
- Trialist Medical Forms – signing them off prior to training
- Number of Gym sessions for players
- In house CPD
- Increase contact time with coaches on session planning (sport Science)
- Checking kids Wellness
- Lack of Equipment (gym)

## Threats

- Possible Lack of Gym facility and Rehab Facility
- Staff Turnover in EDS Role
- Security of equipment
- Use of Equipment and care
- Equipment outdated?
- EDS

## Talent ID & Recruitment

### Strengths

- Links with other Academies
- HOD accountability
- Streamlined spotters/scouts to trustworthy and reliable sources
- Consistently produce players for PDP

### Weaknesses

- No real Talent ID strategy especially at the younger ages
- Recordings of meetings
- CPD programme for staff
- Limited links to FITC

### Opportunities

- Concentration on an FP strategy to ensure players at the bottom end are of a suitable quality and can progress through academy

### Threats

- Local clubs to us
- Not enough staff to cover areas
- Player recruitment- facilities/status

# GAMES PROGRAMME

## Strengths

### FP

- Strong connection to the first team (playing opportunities)
- More recent variety of experiences
- Measuring games year on year
- Facing a variety of styles of play

### YDP

- Strong connection to the first team (playing opportunities)
- More recent variety of experiences
- Measuring games year on year
- Facing a variety of styles of play

### PDP

- Strong connection to the first team (playing opportunities)
- More recent variety of experiences
- Measuring games year on year
- Facing a variety of styles of play

## Weaknesses

### FP

- Programming of experiences, plan for year on year
- Planning of variety of games
- Tournaments, festivals
- Filming and clipping
- Venue / facility / cost / goals

### YDP

- Programming of experiences, plan for year on year
- Planning of variety of games
- Tournaments, festivals
- Filming and clipping for some
- Venue / facility / cost

### PDP

- Programming of experiences, plan for year on year
- Planning of variety of games
- Tournaments, festivals
- Venue / facility / cost

## Opportunities

### FP

- Planning for year - TE / RA / CB /MF / MR / RB / CC – SB, CRJ, SW – the whole / phase journey.
- Coach support for learning in game – effort to objectives + team and individual needs .
- School holidays
- What returns / outcomes from different game types / constraints
- Camera for team/s to feedback live in training, coach clips and player development.

### YDP

- Planning for year - TE / RA / CB /MF / MR / RB / CC – SB, CRJ, SW– the whole / phase journey.
- Coach support for learning in game – team and individual needs – long term development.
- School holidays
- What returns / outcomes from different game types / constraints
- Camera for team/s to feedback live in training, coach clips and player development.

### PDP

- Planning for year - TE / RA / CB /MF / MR / RB / CC – SB, CRJ, SW– the whole / phase journey.
- School holidays

## Threats

### FP

- Resilience Vs Injury – measure and compare injuries and rates
- Loading and understanding returns – all corners – measure data?
- Cost
- Player / parent = pressure

### YDP

- Resilience Vs Injury – measure and compare injuries and rates
- Loading and understanding returns – all corners – measure data?
- Cost
- Player / parent = pressure

### PDP

- Resilience Vs Injury – measure and compare injuries and rates
- Loading and understanding returns – all corners – measure data?

## Foundation Phase – Department Lead Coach – Mark Read

<b>Age group</b>	<b>Target</b>	<b>Responsible</b>	<b>By When</b>	<b>Completed</b>
U8	To produce a minimum of 10 players, inc 1 GK, to represent the Academy at U9	MR/DM/DL	May 2019	6 Players
U9	To produce a minimum of 10 players, inc 1 GK, to represent the Academy at U10	MR/DM/SMc	May 2019	8 outfield and 2 GKs
U10	To produce a minimum of 12 players, inc 1 GK, to represent the Academy at U11	MR/JE/SB	May 2019	10 inc 1 GK
U11	To produce a minimum of 12 players, inc 1 GK, to represent the Academy at U12	MR/AB/DA	May 2019	7 inc 1 GK
U12	To produce a minimum of 14 players, inc 1 GK, to represent the Academy at U13	MR/KK	May 2019	10 and no GKs
FP	To produce a minimum of 2 players, to represent the Academy at PDP	ALL		Luke Matheson

## Youth Development Phase – Department Lead Coach – Lee Riley

<b>Age group</b>	<b>Target</b>	<b>Responsible</b>	<b>By When</b>	<b>Completed</b>
U13	To produce a minimum of 14 players, inc 1 GK, to represent the Academy at U14	LR/MF/DL	May 2019	11 inc 2 GKS
U14	To produce a minimum of 10 players, inc 1 GK, to represent the Academy at U15	LR/CC/CB	May 2019	
U15	To produce a minimum of 10 players, inc 1 GK, to represent the Academy at U16	LR / TE	May 2019	7 players inc 1 GK-players playing up from 14s
U16	To produce a minimum of 5 players, to represent the Academy at PDP	LR/KG/CB	May 2019	
YDP	To produce a minimum of 2 players recruited from FP, to represent the Academy at PDP	ALL		Luke Matheson

**Professional Development Phase – Department Lead Coach – Chris Brown**

<b>Age group</b>	<b>Target</b>	<b>Responsible</b>	<b>By When</b>	<b>Completed</b>
U18	To produce a minimum of 2 players to represent the 1 <sup>st</sup> team	CB / TE	May 2019	
U18	To produce a minimum of 2 players to turn professional	CB / TE	May 2019	HH/LB/FT/FH
	To produce a minimum of 1 home grown player every 3 years to be transferred	CB / TE	May 2019	Andy Cannon Portsmouth
	To produce a minimum of 1 home grown player to appear regularly in the 1 <sup>st</sup> team	CB / TE	May 2019	Callum Camps

## Goalkeeping – Ryan Ball

<b>Age group</b>	<b>Target</b>	<b>Responsible</b>	<b>By When</b>	<b>Completed</b>
All	To produce a minimum of 1 Goalkeeper per age group	RB	May 2019	All apart from U12s
	Ryan Ball: To complete UEFA A Goalkeeper Licence		May 2019	Ongoing

## Recruitment & Talent ID – Department Lead – Larry Redmond

	<b>Target</b>	<b>Responsible</b>	<b>By When</b>	<b>Completed</b>
1	To recruit 8 players to represent PDP if not already identified within the current U16s	LR	May 2019	
2	Recruit additional Academy Scouts / Spotters		May 2019	LB/VP
3	To understand, configure & utilise PMA		May 2019	
4	To identify FA/CPD courses for staff			

## Sport Science & Medicine – Department Lead(s) – Steve Wensley

	<b>Target</b>	<b>Responsible</b>	<b>By When</b>	<b>Completed</b>
1	To attain all current Medical Forms for all Academy players & trialists	SW	Oct 2019	Not completed for the date
2	To complete all U18 ECG tests	SW	Aug 2018	
3	All Academy players to have periodised Fitness Testing	SW	July/Oct/Feb	Some players not completed all
4	All Academy players to receive Prehab programmes and monitored	SW	July/Oct/Feb	YDP & PDP
5	Provide Academy physical benchmarks for each age-group	SW/CRJ/SB	May 2019	Ongoing
6	Recruit interns to support Academy programmes	SW	Jan 2019	
7	Produce Quarterly Audit of Injuries	SW/CRJ	Dec/Mar/May	
8	Produce Functional Movement Screening	SW/CRJ/SB	May 2019	

## Education – Department Lead – Alistair Linden

	<b>Target</b>	<b>Responsible</b>	<b>By When</b>	<b>Completed</b>
1	To understand, configure & utilise PMA	AL	Dec 2018	What can be accessed for Education?
2	Attain all latest School reports – U14s upwards	AL	Jan 2019	

**Administration – Department Lead – Sarah Ashton**

	<b>Target</b>	<b>Responsible</b>	<b>By When</b>	<b>Completed</b>
1	To support all staff and monitor PMA	SA	May 2019	
2	To understand and monitor SOR evidence	SA	May 2019	
3	To understand and monitor EFL Rules	SA	May 2019	
4	To administer all FA/EFL/LFE rules and deadlines	SA	May 2019	
5	Develop financial accounting system for Academy	SA	May 2019	

## RAG Scores 18/19

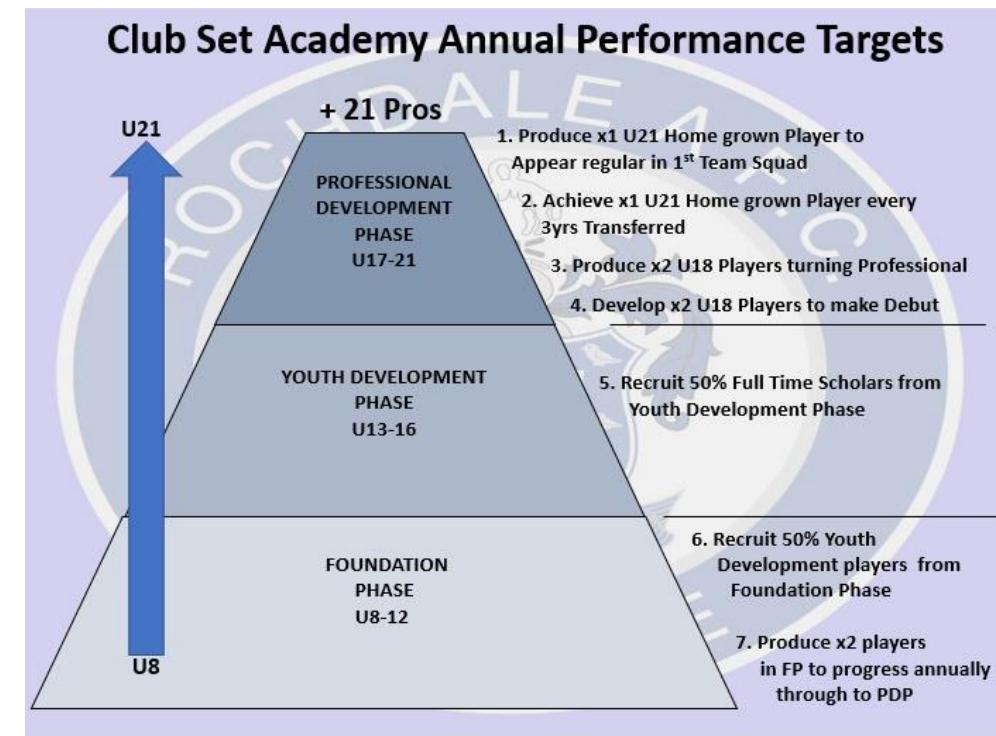
<b>Increase in Talent ID Coverage:</b> Employee open trials for all ages & 1 per season.		
Develop one more youth pathway	Paul Sunderland	Lee Burkley & Vincent Philbin
<b>Increase in Higher Ability Players:</b> Producing 1 player per season to have the potential of a 10 year career. rough monitoring the new recruitment strategy at Under 9.	AM/EM	DAM/HFT/TA/BF Ongoing Official plans in place for 19/20
<b>Increase in Professional Contracts:</b>	AM/EM	4
<b>Increase in 1st Team Opportunities</b>		Check attend appearances
<b>Increase in Player Pathways:</b> Development centres + F.P. from 3 to 4, Y.D.P. from 1 to 2. Monitor players opportunities/stake take. D.S. - opportunities available with P.D.P.	Players trained no scholars offered	Ormskirk now YDP also Players trained
<b>Increase in Educational Attainment:</b> Ongoing plan from 19/20 up plus Gifted & Talented	Reports Obtained	Reports obtained
<b>Increase in Playing Coaches:</b> Coaches individual needs being met to allow development. Support for ongoing learning for coaches.		
<b>Improved Facilities:</b> Potential to gain new use of higher quality surface for P.D.P. & Y.D.P. Explore the use and benefit of a new club facility	Heywood & Hopwood	Hopwood and Heywood
<b>Extended EPPP Academy Licence:</b>		Board level
Complete necessary work on the 26 point action plan from the recent Audit	ongoing	Passed reassessment, new process for 19/20
<b>If Sustainable:</b>		
Through the possibility of a new club facility		Board level
Maintaining the E.D.S. program	ongoing	Plus Buxton
Maintaining the current staffing model		
<b>Increase in Club Savings on Home Grown Talent</b>		
Recruit additional personnel to supplement the 1st team squad	BW/AM	3 players
<b>Increase Partnerships:</b>		
Town teams from 3 to 1.		Letters regarding next steps
Schools program from 3 to 4.	Huyll/Bham/Rochdale/Burscough	Letters to be introduced next season
Schools program from 4 to increase schools our engagement from??	Childerhills/Cubitts	Same schools, difficult due to staff availability
Glass pods from 2 to 3 teams.		Date/Minnow: Junior officials linked

The Academy has a set of performance targets set by the Technical Board:

These targets are challenging but rewarding and are achieved by a strategic multi-disciplinary approach across:

- Academy Management Team
- Coaching
- Education & Welfare
- Sport Science & Medicine
- Talent ID & Recruitment
- Administration

The Academy currently has departmental budget plans.



The Academy has developed a series of departmental performance targets to aid the drive to achieve the long term performance targets and to operate on a season to season basis:

## Foundation Phase – Department Lead Coach – Mark Read

<b>Age group</b>	<b>Target</b>	<b>Responsible</b>	<b>By When</b>	<b>Completed</b>
U8	To produce a minimum of 7 players, inc 1 GK, to represent the Academy at U9	MR/DM/DL	May 2020	
U9	To produce a minimum of 10 players, inc 1 GK, to represent the Academy at U10	MR/DM/JE	May 2020	
U10	To produce a minimum of 12 players, inc 1 GK, to represent the Academy at U11	MR/JP/SB	May 2020	
U11	To produce a minimum of 12 players, inc 1 GK, to represent the Academy at U12	MR/DA/KK	May 2020	
U12	To produce a minimum of 14 players, inc 1 GK, to represent the Academy at U13	MR/KL	May 2020	
FP	To produce a minimum of 2 players, to represent the Academy at PDP	ALL		

### Youth Development Phase – Department Lead Coach – Mike Flynn

Age group	Target	Responsible	By When	Completed
U13	To produce a minimum of 14 players, inc 1 GK, to represent the Academy at U14	MF/DL	May 2020	
U14	To produce a minimum of 10 players, inc 1 GK, to represent the Academy at U15	MF/CC	May 2020	
U15	To produce a minimum of 10 players, inc 1 GK, to represent the Academy at U16	MF / TE	May 2020	
U16	To produce a minimum of 5 players, to represent the Academy at PDP	TE/MF/CB	May 2020	
YDP	To produce a minimum of 2 players recruited from FP, to represent the Academy at PDP	ALL		

**Professional Development Phase – Department Lead Coach – Chris Brown**

<b>Age group</b>	<b>Target</b>	<b>Responsible</b>	<b>By When</b>	<b>Completed</b>
U18	To produce a minimum of 2 players to represent the 1 <sup>st</sup> team	CB / TE	May 2020	
U18	To produce a minimum of 2 players to turn professional	CB / TE	May 2020	
	To produce a minimum of 1 home grown player every 3 years to be transferred	CB / TE	May 2020	
	To produce a minimum of 1 home grown player to appear regularly in the 1 <sup>st</sup> team	CB / TE	May 2020	

## **Goalkeeping – Ryan Ball**

<b>Age group</b>	<b>Target</b>	<b>Responsible</b>	<b>By When</b>	<b>Completed</b>
All	To produce a minimum of 1 Goalkeeper per age group	RB	May 2020	
	Ryan Ball: To complete UEFA A Goalkeeper Licence		May 2020	

## **Recruitment & Talent ID – Department Lead – Larry Redmond**

	<b>Target</b>	<b>Responsible</b>	<b>By When</b>	<b>Completed</b>
1	To recruit 8 players to represent PDP if not already identified within the current U16s	LR	May 2020	
2	Recruit at least 1x Academy Scouts / Spotters	LR/BB	May 2020	
3	To understand, configure & utilise PMA	LR/BB	May 2020	
4	To ensure all staff have the FA Talent ID Level 2 to meet the EFL rules	LR	May 2020	
5	To recruit 3 players at every age group from U8s-U12s	LR/BB	May 2020	

## Sport Science & Medicine – Department Lead(s) – Steve Wensley

	<b>Target</b>	<b>Responsible</b>	<b>By When</b>	<b>Completed</b>
1	To attain all current Medical Forms for all Academy players & trialists	SW	Oct 2020	
2	To complete all U17 ECG tests-8 for season 19/20	SW	Aug 2019	
3	All Academy players to have periodised Fitness Testing	SW/CRJ/SB	July/Oct/Feb	
4	All Academy players to receive Prehab programmes and monitored	SW	July/Oct/Feb	
5	Provide Academy physical benchmarks for each age-group	SW/CRJ/SB	May 20120	
6	Recruit at least one intern to support Academy programmes	SW	Jan 2020	
7	Produce Quarterly Audit of Injuries	SW/CRJ	Dec/Mar/May	
8	Produce Functional Movement Screening	SW/CRJ/SB	May 2020	
9	Produce individual programmes for YDP-PDP plus selective players at FP	SW/CRJ/SB	Sep 2019	

## Education – Department Lead – Alistair Linden

	<b>Target</b>	<b>Responsible</b>	<b>By When</b>	<b>Completed</b>
1	To understand, configure & utilise PMA	AL	Dec 2019	
2	Attain all latest School reports – U14s upwards	AL	Jan 2020	
3	•Provide permission slips for all parents of Year 9+ players to permit requests to schools/colleges for periodic academic information.	AL	Nov 2019	
4	To deliver enrichment courses for Scholars and Academy players	AL	May 2020	

**Administration – Department Lead – Sarah Ashton**

	<b>Target</b>	<b>Responsible</b>	<b>By When</b>	<b>Completed</b>
1	To support all staff and monitor PMA	SA	May 2020	
2	To understand and monitor SOR evidence	SA	May 2020	
3	To understand and monitor EFL Rules	SA	May 2020	
4	To administer all FA/EFL/LFE rules and deadlines	SA	May 2020	
5	Develop financial accounting system for Academy	SA	May 2020	

# **DEPARTMENTAL PLANS**

# **DEPARTMENTAL PLANS**

## **SENIOR LEADERSHIP TEAM**

**(Technical Board & Academy Management Team – see pages 23 & 24)**

### VISION

To provide an inspirational and aspirational 5 year strategy to allow all staff and departments to work together to create a Talent Identification culture at Rochdale AFC.  
To develop a challenging and supportive annual Academy Performance Plan to provide all staff and departments with a framework to create a successful player development environment.

### OBJECTIVES

- To achieve continual Category 3 status and the Academy Licence through the Elite Player Performance Pathway
- To develop a 5 year strategy
- To develop annual Academy performance targets
- To develop an annual Academy Performance Plan
- To develop an annual Academy Budget Plan
- To create a multi-disciplinary approach
- To create a seamless communication process
- To create a fit for purpose staffing structure

### MEASUREMENT & PERFORMANCE TARGETS

- The Board of Directors to develop a 5 year strategy document
- The Technical Board to develop annual Academy performance target document
- The Academy Management Team to develop an annual Academy Performance Plan document
- The Academy Management Team to develop an annual Academy Budget Plan spreadsheet
- The Academy Management Team to develop a multi disciplinary document
- The Academy Management Team to develop a communication strategy document
- The Academy Management Team to develop a staffing structure document

### BUDGET IMPLICATIONS

See Club & Academy Financial Plans

# **DEPARTMENTAL PLANS**

## **COACHING – Tony Ellis / Rick Ashcroft / Chris Brown / Lee Riley / Mark Read / Ryan Ball**

### VISION

To create a dynamic Gifted & Talented led training and playing environment to ensure the best Greater Manchester and Northwest players at Category 3 level represent Rochdale AFC.

### OBJECTIVES

- To achieve all performance targets set out by the Technical Board
- To produce players of Technical and Tactical understanding and ability to represent the 1<sup>st</sup> team linked to the Player Profiles
- To ensure all players have an achievable 4 Cornered Individual Learning Plan
- To ensure all players are using the self-reflection player diary tool on PMA
- To develop and transition the minimum number of squad players per age group including 8 x 1<sup>st</sup> Year Apprentices
- To develop a seamless Age Transition programme including Handovers, ILP's and LO's
- To develop a dynamic and challenging ability led coaching programme – including a Basic Skills theme throughout
- To develop a phase specific Gifted & Talented Strategy and Programme
- To develop a Psychological support programme for Gifted & Talented players
- To recruit, develop and retain the best coaches in Greater Manchester and the Northwest

### MEASUREMENT & PERFORMANCE TARGETS

- The production of 2 x U18 Academy Players to sign professional contracts
- The production of 2 x U18 Academy Players to make their debut
- The production of 50% of 1<sup>st</sup> year Apprentices from the RAFC YDP
- The production of 50% of YDP players from the FP
- The production of 2 x 1<sup>st</sup> year Apprentices from the RAFC FP
- Use PMA to set, record and monitor all players ILP's
- Monitor and track all players self reflection through the player diary tool on PMA
- The production and implementation of a G & T Strategy
- The production and implementation of a Basic Skills Programme
- The production and implementation of a Psychology Support Programme
- The production and implementation of an Age Transition Strategy

### BUDGET IMPLICATIONS

See Club & Academy Financial Plans

# DEPARTMENTAL PLANS

## EDUCATION & WELFARE = Alistair Linden

### VISION

The Education and Welfare Department of Rochdale AFC Academy core functions are to support and manage the education of the Scholars and Academy players and to provide a safe playing environment. The long term aim is to provide a full time training model incorporating the players education into a structured coaching programme based at the clubs training facility.

### OBJECTIVES

- To support players educational attainment by establishing regular information exchange with schools and colleges.
- To support scholars with careers advice and progression opportunities.
- To support players welfare needs with effective liaison with parents, schools and other official organisations.
- To support injured players with respect to their welfare needs during recovery.
- To deliver regular training updates to staff and parents with regard to education and welfare.
- To regularly review all Academy Education and Welfare Policies

### MEASUREMENT

- Milestones of success and progress shall include the distribution and collection of permission slips from parents requesting access to school attainment records for selected players. **TARGET 100%**
- Careers interviews held with every scholar and progression plan produced. **TARGET 100%**
- To hold minuted meetings with parents et al with regard to welfare and education concerns. **Minutes**
- Establishment of reporting system of serious injury case reviews with physiotherapy. **TARGET 100%**
- To deliver a minimum of 3 sessions per annum to staff and parents. **TARGET 100%**
- Annual reviews and updates of all policies. **Dated reviews**

### PERFORMANCE TARGETS

- Provide permission slips for all parents of Year 9+ players to permit requests to schools/colleges for periodic academic information.
- To deliver enrichment courses for Scholars and Academy players
- To understand, configure & utilise PMA
- Attain all latest School reports – U14s upwards

### BUDGET IMPLICATIONS

Landladies Safety Checks £150. Safety Equipment £110. Potential other sundries e.g. I.T. issues £200 = £460

## DEPARTMENTAL PLANS

### MEDICINE – Wes Tensel / Steve Wensley / Callum Ryan Jones / Karly Bland

#### VISION

To further develop the Academy by providing an outstanding Prehabilitation and Rehabilitation service, including Assessment & Treatment, to all players. To develop a fit for purpose staffing model with highly qualified medical personnel, in state of the art facilities using the latest technology and equipment. To provide a seamless multi-disciplinary strategy and communication system.

#### OBJECTIVES

- Try to increase playing time in minutes on the training ground and pitch for all players
- To develop an internal communication strategy
- To produce, analyse and make recommendations from an annual audit of injuries
- Ensure all players have received annual medical screening
- Ensure all Emergency Action Plans are in place for all facilities
- Ensure medical procedures are communicated and followed for all reported injuries
- Try to improve the department through research and innovation

#### MEASUREMENT & PERFORMANCE TARGETS

- To attain all current Medical Forms for all Academy players & trialists
- To complete all U18 ECG tests
- All Academy players to have periodised Fitness Testing
- All Academy players to receive Prehab programmes and monitored
- Recruit interns to support Academy programmes
- Produce Quarterly Audit of Injuries
- Produce Functional Movement Screening
- Produce and distribute EAP's for all facilities

#### BUDGET IMPLICATIONS

Essential	Costing	Desirable	Cost
OXYGEN	£600	JUMP MATT x 2	£1600
DEFIB	£300	FOAM ROLLERS	£120
ENTONOX	£60-100	LACROSSE BALLS	£10
TAPE & MED SUPP	£5000	Big Resistance Bands	£30
COURSES/CPD	£700	Medicine Balls	£35-80
PREHAB BANDS	£30	Smart Hurdles	£85
Gym Balls x 2	£40	Power Speed Chute x 3	£45
Scans x 3	£1050		

# **DEPARTMENTAL PLANS**

## **SPORT SCIENCE – Steve Wensley / Callum Ryan Jones / Simon Bowles – Analysis TBC**

### VISION

To progress the Academy by providing elite sports science service throughout all phases of the development pathway, developing a Club-specific approach to sports science support. The development of a full-time department with ‘football scientists’ at the core of supporting the holistic development of Academy players with the use of the Club’s own Strength & Conditioning facility. A comprehensive working integration with all other Academy departments for development of the Academy’s players & staff.

### OBJECTIVES

- Maximise playing & training time by developing physically robust players.
- Develop an understanding of the physical profile of each Academy player.
- Ensure all players receive & perform their individual physical development programmes.
- Use of season-by-season fitness testing data to individualise both field- & gym-based physical development programmes.
- Create physical performance profiles aligned to the Club’s positional profiles, philosophy, & DNA.
- Observe maturation traits & use maturation data to guide the progression of players through the phases of the development pathway & assist in the informed-decision making processes.
- Preparing Academy players for the full-time, professional, playing & training environment.
- Managing the consistent intake of sports science interns.
- Progression of the Department & staff by creating academic partnerships, using their research insights to inform practices; specifically the development of a Club movement screen to reduce injury occurrence.

### MEASUREMENT & PERFORMANCE TARGETS

- Ensure all Academy players perform physical fitness tests & maturation assessments three times per season.
- Provide physical benchmarks for each age group within each phase of the development pathway.
- Produce individual programmes for YDP-PDP plus selective players at FP
- Provide Academy physical benchmarks for each age-group
- Produce Functional Movement Screening

### BUDGET IMPLICATIONS

- CPD
- Qualifications
- Maintenance & upgrading of testing equipment
- Field- & gym-based equipment
- Intern expenditure

# **DEPARTMENTAL PLANS**

## **TALENT ID & RECRUITMENT – Larry Redmond**

### VISION

To recruit and develop players that have the traits and fundamentals that the club require to represent the 1<sup>st</sup> team or to be sold on to bigger clubs. To have a streamlined and effective scouting network both within Rochdale and also the surrounding areas, that gives local players the opportunity to play for their home town team. To provide a seamless multi-disciplinary strategy and communication system across the scouting network.

### OBJECTIVES

- Try to increase opportunity for local Rochdale players to be involved in an academy set up.
- To develop an internal communication strategy
- To produce and consistently fill in a scout report easy to access for scouts and spotters.
- Ensure all players are uploaded onto PMA and a strategy in place to keep track of players
- Create official links/partnerships with local clubs
- Integrate into primary and secondary schools
- Reduce players going to rival clubs such as Bury, Oldham, Accrington Stanley, Burnley etc
- Consistently deliver open trials twice a year

### MEASUREMENT & PERFORMANCE TARGETS

- To recruit 8 players to represent PDP if not already identified within the current U16s
- Recruit at least 1x Academy Scouts / Spotters
- To understand, configure & utilise PMA
- To ensure all staff have the FA Talent ID Level 2 to meet the EFL rules

### BUDGET IMPLICATIONS

Open trials twice a year- staffing and pitch fees

Additional member of staff to oversee Foundation Phase Recruitment= £5000

Expenses for scouts/spotters who are entitled to claim=£50 per player getting through the phase

Employment of extra staff (retainers and potential expenses)

## **Performance Analysis**

### **Focus**

- Youth team analysis to be in line with the 1<sup>st</sup> team analysis in terms of analysis (see below)
- Improve the analysis within the academy – Majority of home games filmed with goals from each game being clipped and uploaded to PMA – Individual players/coaching specifics related to club philosophy to be clipped at the request of coaches

### **Outcomes of the above**

- **Point 1** – Keeping in line with the 1<sup>st</sup> team analysis, it shows a specific correlation to the clubs philosophy and what they are after as well as monitoring all of the individuals stats for when asked by first team staff.
- **Point 2** – By improving the consistency of the clips and the turnaround of the clips within the academy it will improve the productivity within the department as mentioned in point 1. The report within these age groups will differ from week to week, this is to be discussed with all phase leads and analyst in a meeting to highlight what needs to be looked at and what the analysts have time to do with other commitments such as work and or University studies.
- **Point 3** – The outcome of monitoring and developing the interns is to develop them as individuals and their experience within the discipline along with developing the academy analysis across all age groups. Regular contact time with the lead analyst will help interns become efficient in their analysis and thus help the analysis within the academy
- **Point 4** – Players and staff may be visual learners and so will find it easier to see aspects of the club philosophy i.e. playing through the thirds/missing units in the form of videos from game situations rather than in training or by being told face to face
- **Point 5** – Staff can use their own feedback to develop as coaches within the academy. With the assistance of the Head of Coaching, filmed sessions will be analysed and statistical feedback will be given to the coach at the earliest opportunity

### **Performance Targets**

- Monitor and develop the academy interns through regular contact time with the lead analyst both at the club and at academy games.
- Produce a video library of footage from all age groups highlighting club philosophy and non-negotiables to be used as a learning tool for players and coaches
- Produce/Film/Clip coaches' sessions and provide statistical feedback as well as video evidence

### **What's needed to achieve all of the above?**

MacBook Pro, Sony Handycam X3, 4K Sony Handycam, Blackmagic box, thunderbolt cable, IPad, HDMI to HDMI mini cable, projector, projector screen.

### **Budget**

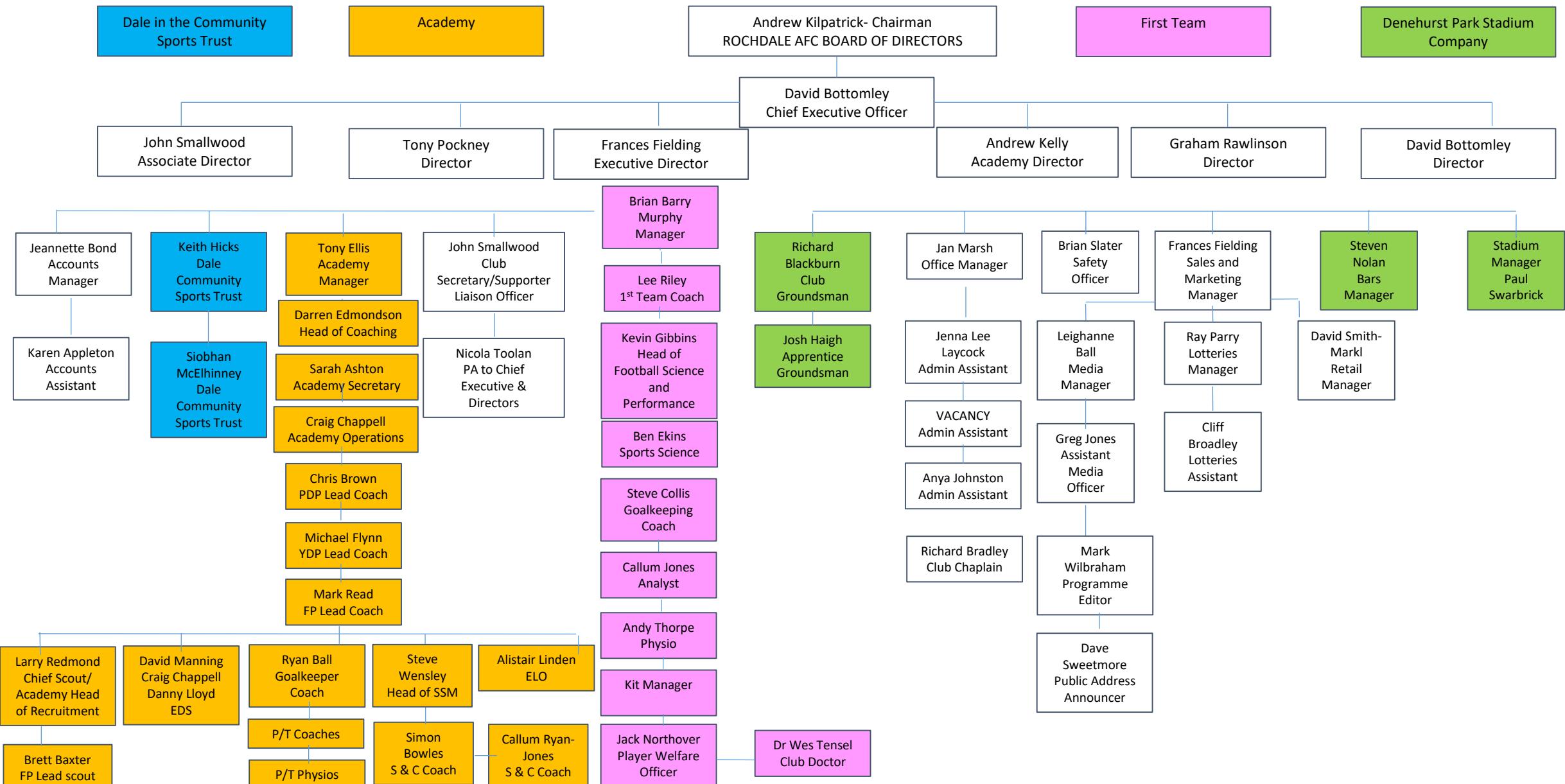
#### **Essential:**

- External harddrive 1TB - £54.99
- Camera cover x2/3 - £10
- SD Card Reader - £8 [https://www.amazon.co.uk/dp/B00W02VHM6/ref=sspa\\_dk\\_hqp\\_detail\\_aax\\_0?psc=1](https://www.amazon.co.uk/dp/B00W02VHM6/ref=sspa_dk_hqp_detail_aax_0?psc=1)
- Camera Battery Charger - £10

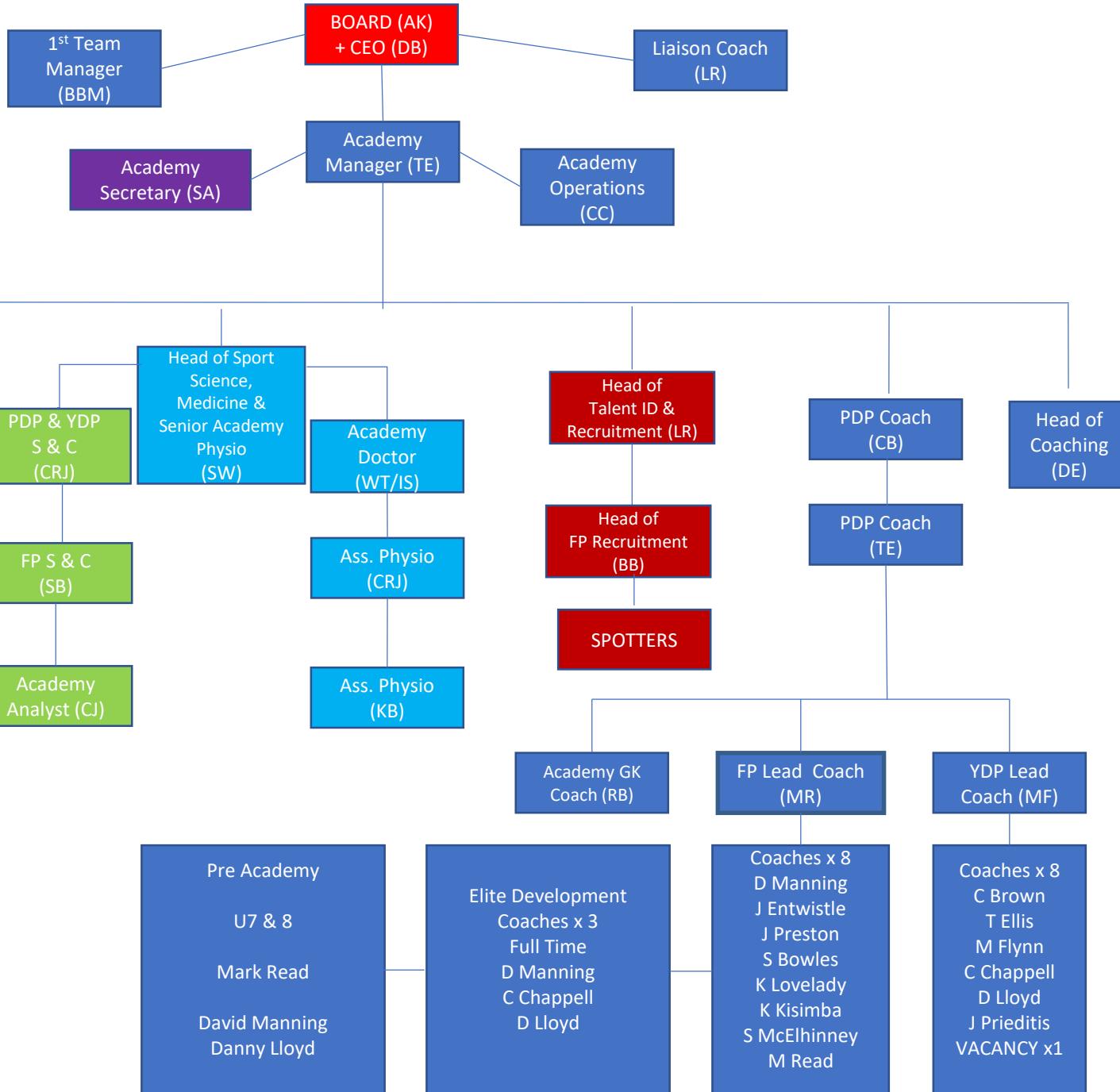
#### **Desirable:**

- 2x Sony Handycam - £150 (Argos) – Film academy games OR partnership with university who will provide these to students
- Hipod - £1,150-£3,000 – Value for money? How many uses? - <https://capturemast.co.uk/product/wireless-duty-telescopic-sports-filming-mast/> <https://capturemast.co.uk/product/heavy-duty-18-19-telescopic-sports-filming-mast/>
- Step Ladder/Platform - £200-£300 – Hopwood top pitch- <https://www.slingsby.com/access/steps/mobile-safety-steps/economy-cup-steps-with-rubber-treads-and-full-handrail-base111609.htm>
- PMA Storage increase?
- Projector – Ricks priced one up - £50-£300

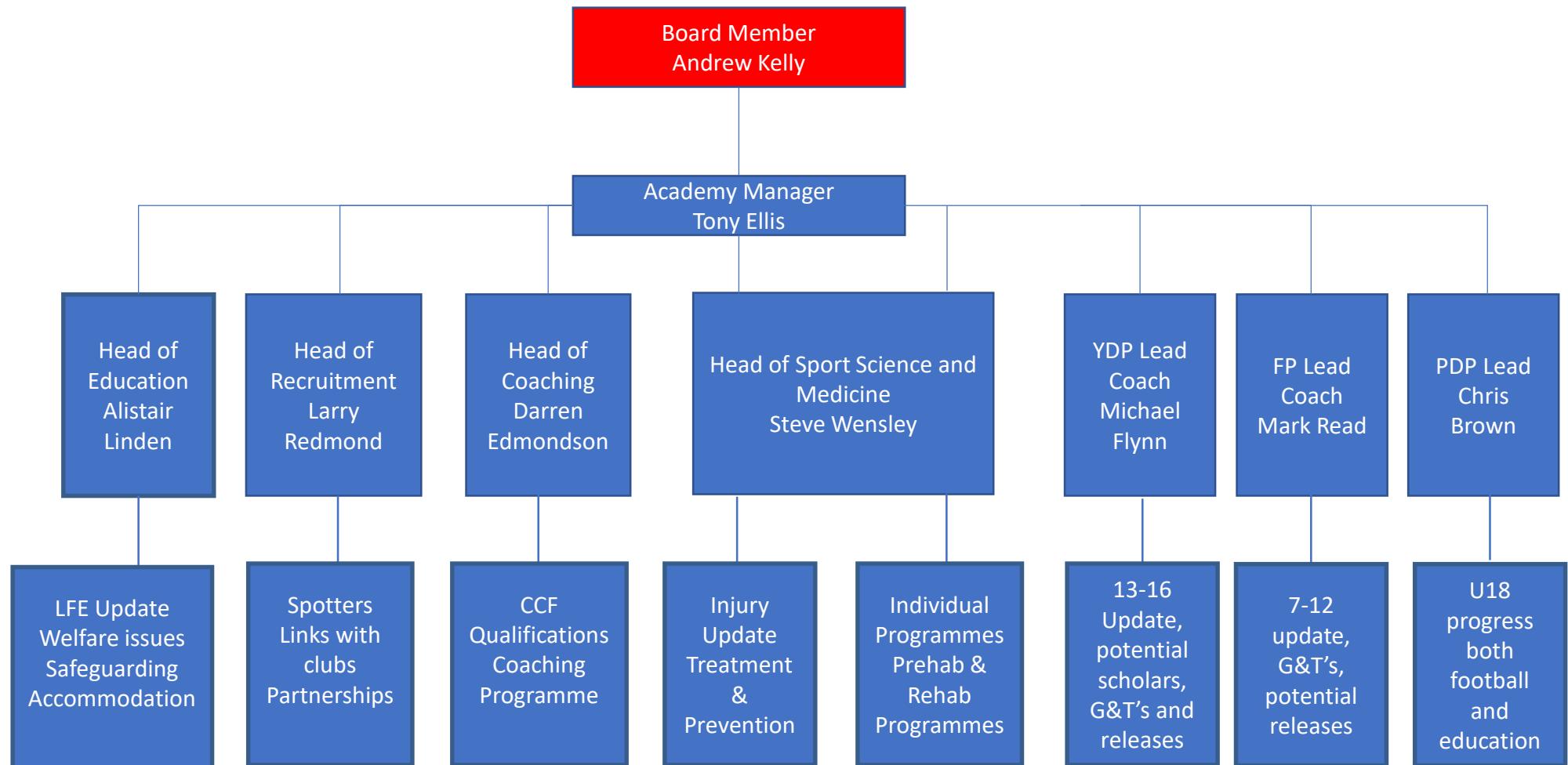
# Organisational Structure



Andrew Kelly is a member of the Board, TB, AMT & Full Academy to ensure the flow of information is consistent and decisions are made in consultation with all stakeholders



# RAFC Academy Management Team



Andrew Kelly is a member of the Board, TB, AMT & Full Academy to ensure the flow of information is consistent and decisions are made in consultation with all stakeholders

Callum Ryan Jones is invited to attend as required to feedback on Sport Science specifically.

# Agenda Example



## Rochdale AFC Academy - Academy Management Team

**Meeting: Wednesday 8<sup>th</sup> May 2019 10am The Paul Hazlehurst Suite**

Invited: Chair – Tony Ellis (TE), Rick Ashcroft (RA), Chris Brown (CB), Callum Ryan Jones (CRJ), Lee Riley (LR), Alistair Linden (AL), Ryan Ball (RB), Mark Read (MR), Larry Redmond (LR) Craig Chappell (CC), Steve Wensley (SW) Andrew Kelly (AK), Chris Johnson (CJ), Greg Jones (GJ), Minutes: Sarah Ashton (SA)

### Welcome & Introductions

### Apologies

Andrew Kelly

### AGENDA

#### KPI 1: Vision, Leadership & Finance

Targets - Players & Departments/APP/Monitoring/Staffing/TB/Academy Annual Timetable Contracts/Appraisals/Seasonal Report

#### KPI 2: Football

Playing Philosophy/Coaching Philosophy/Session & Game Planning/Performance Analysis/CCF

#### KPI 3: Education & Welfare

CMS/Attainment Targets/12 Week Reviews/Safeguarding  
GDPR

#### KPI 4: Elite Performance

Medicine update/Sport Science update/Psych/  
Performance Checklist(Dianes/Minutes/Medical/Sport Science/Reviews/Conclusions)

#### KPI 5: Operations

Talent ID & Recruitment/Games Programme/Facilities

#### KPI 6: Relationships with External Football Agencies / Partners

Loan Strategy/FAYCD/PFA/LMA

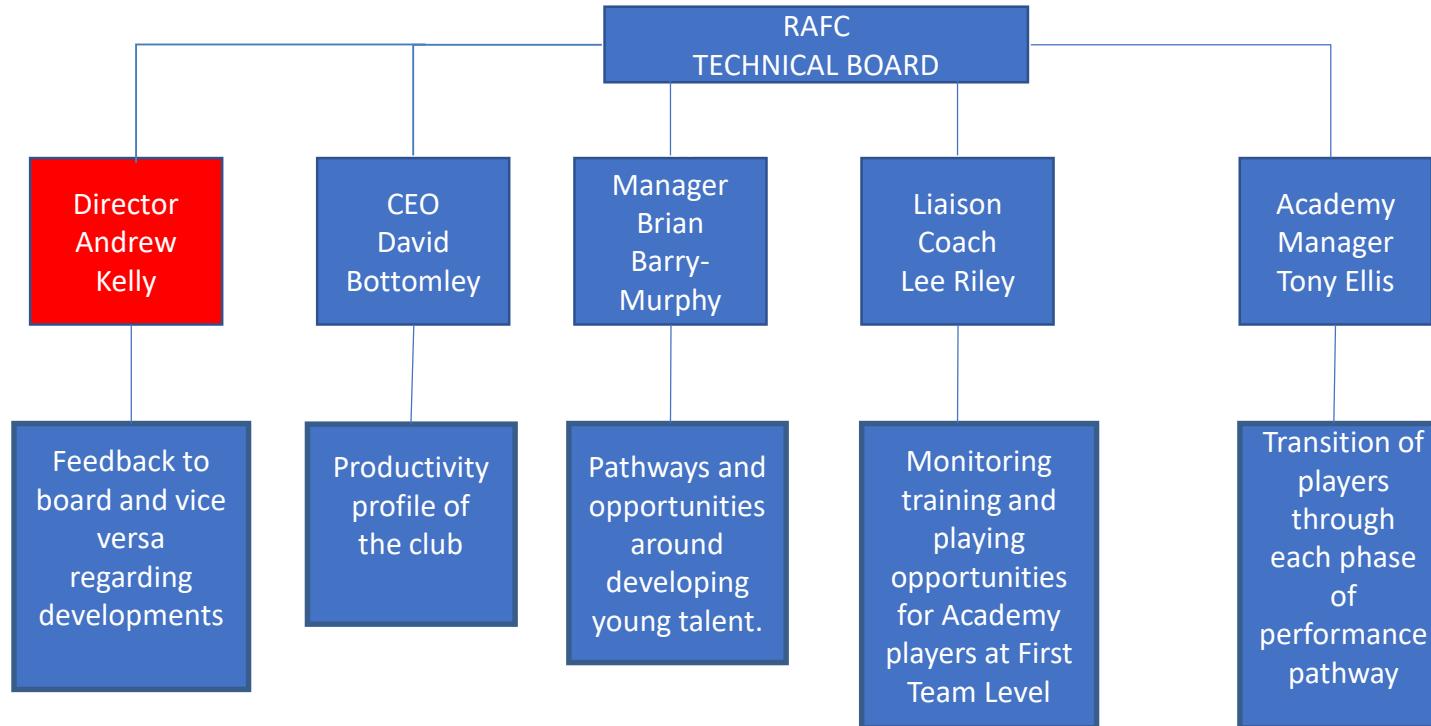
#### KPI 7: The Player

Multi-Disciplinary Integration/Departmental meetings/  
Other programmes/Reviews/ILPs/Individual Sessions/Parents Meetings

### Any other business

Date of next Meeting  
TBC

# RAFC Technical Board



Andrew Kelly is a member of the Board, TB, AMT & Full Academy to ensure the flow of information is consistent and decisions are made in consultation with all stakeholders

# Agenda Example



## Rochdale AFC Technical Board Meeting

Date: Tuesday 30<sup>th</sup> April 2019 – 2.00pm – COA

Invited: Chair – David Bottomley (DB), Brian Barry-Murphy (BBM) Lee Riley (LR), Tony Ellis (TE) Andrew Kelly (AK) - Minutes: Craig Chappell (CC)

### Agenda

#### Audit information

Updated Audit Process

#### Function - a

*"To strategically develop, monitor and define the Academy Performance Plan"*

Development changes in Audit Report, and recommendations to APP

TE to provide any updates from Audit report linking to the APP

Comments:

#### Function - b

*"Monitor the transition of players through each phase of the Performance Pathway"*

TE to update on Foundation/Youth Development/Professional Development phases

LR to update on PDP to U21/Reserves for discussion and recommendations

#### Function - c

*"Monitor the training and playing opportunities for Academy players at 1<sup>st</sup> team level"*

LR to update for discussion and recommendations

Loan Strategy

#### Function - d

*"Monitor the Productivity Profile of the club in terms of home grown talent"*

DB & TE to produce latest data

#### Any other business

Date of next Meeting - TBC

# Loan Strategy



## Rochdale AFC Academy

### Academy Players on Loan

All Academy developed players (up to U21) will from time to time, on a player by player basis, send players out on loan for a number of reasons:

- Physical test- getting used to a higher physical challenge
- Player with potential may go out on loan to bridge the gap between Academy and adult football
- A psychological challenge- to experience a more rigorous psychological challenge in adult football
- Player struggling with game time and is looking towards a professional or semi professional football in the future

The club ideally wants to send these players into local, part time clubs with the player still training within the club environment in the week. This is subject to change if required dependent on the need of each individual player.

The Academy Manager, Liaison Coach and/or PDP Lead will be updated on progress directly from player and manager. An individual report will be produced at the end of the loan period to document successes/areas to develop from the loan move.

The education will continue within the club and college environment, overseen by the Head of Education. Each player will continue with their individual sports science programme, which will be closely monitored by the PDP Academy Sports Scientist.

The process is managed by the Academy Manager and the Head of Education and a comprehensive risk assessment is put in place and reviewed daily.

Player	
DOB	
Position	
Loan Club	
Reason for Loan (Delete where applicable)	<ul style="list-style-type: none"><li>• Physical test- getting used to a higher physical challenge</li><li>• Player with potential may go out on loan to bridge the gap between Academy and adult football</li><li>• A psychological challenge- to experience a more rigorous psychological challenge in adult football</li><li>• Player struggling with game time and is looking towards a professional or <u>semi professional</u> football in the future</li></ul>

Week 1 Report	
Week 2 Report	
Week 3 Report	
Week 4 Report	
Overall Report	
Rochdale AFC Signature	Loan Club Signature

# Strategy of 1<sup>st</sup> team players integration



A documented phase to phase transition strategy, culminating with the following process regarding the transition of players from the Academy to the 1<sup>st</sup> Team, has now been produced.

## PDP to 1<sup>st</sup> Team:

'On a needs only basis, PDP players may be asked to train with the 1<sup>st</sup> Team or play in games. There are no set targets. The Academy Manager will liaise with the 1<sup>st</sup> Team staff to arrange this and support the player in any safeguarding measures which may need to be put in place.'

All training and game minutes are recorded.

- Player discussed at multi-disciplinary meeting
- Safeguarding Risk Assessment is completed
- Player is allocated a 1<sup>st</sup> Team mentor and buddy
- Coaches discuss ILP and possible changes
- Player and parent informed of ILP changes
- Academy Manager and Liaison coach meet weekly to discuss progress
- Annual assessment of the number of players who have made the successful transition – linked to age group and phase targets'



## Rochdale AFC Academy

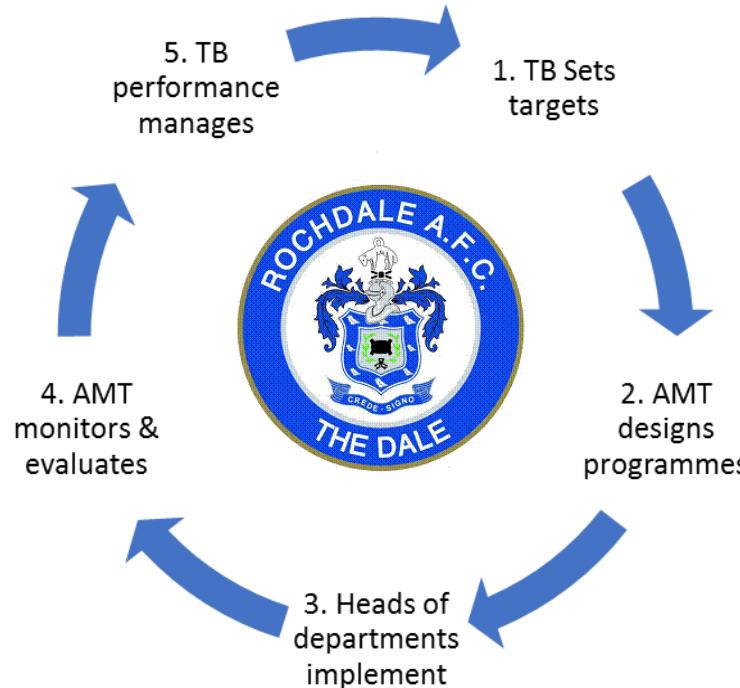
### 1<sup>st</sup> Team and Academy Integration

The club recognise the strong philosophy of both the 1<sup>st</sup> team and the Academy, but are anxious to encourage a nexus between the two. The club also recognised the reason for actually pursuing this because of the multi-site operation within the club. Therefore to compliment the overall philosophies of the 1<sup>st</sup> team and the Academy we set out below suggested actions that should be implemented to further enhance cooperation and continuity of approach. This list is indicative but not exhaustive:

- In line with the club philosophy in the appointment of a manager (is one which continues our football philosophy at the club and is inclusive in the club's policy regarding the Academy)
- It is desirable that there is a common link between the Academy and 1<sup>st</sup> team to provide continuity of interaction and communication between the two, and therefore the manager should have close and continuous contact with the lead of the Academy
- Again it is essential that all coaching staff of both the 1<sup>st</sup> team and Academy have regular updates to provide continued consistency of the coaching philosophy
- With regards to medical/physio/nutritionist/sports scientist aspect of the club, the same principles as above regarding coaching should apply.
- Finally to assist with the overall development of the Academy players, it is desirable that there are as many times, places and occasions where 1<sup>st</sup> team players are being involved with the Academy, where we find the 1<sup>st</sup> team experience is beneficial in the further development of the Academy players including them in pre season 1<sup>st</sup> team training, traveling to away games and participating in regular 1<sup>st</sup> team training sessions.

The club regard its as desirable and to help staff measure the effectiveness of the players performance and coaching input in achieving the playing philosophy that a final process of management should include (but not exclusively) documented on filmed meetings, reports and SWOT analysis. Further to assist there should be detailed video and statistical analysis integrated within the measuring process. These along with the other measures should be discussed on regular formal meetings providing for an organic and comprehensive system of measurement.

## ROCHDALE AFC ACADEMY MONITORING TOOL



- 1.The Technical Board set annual targets at the May TB meeting
- 2.The Academy Management Team set departmental targets at appraisal meetings with heads of departments in May and design the programmes at the May APP Review & Planning meeting. These are monitored on a regular basis using RAG scoring system, see next slide.
- 3.The Heads of Departments implement the programmes at a delivery level from June to May
- 4.The Academy Management Team monitor performance targets at monthly AMT meetings and at the 6 month appraisal review meetings in December
- 5.The Technical Board review the performance at their Sep/Jan/May meetings

## RAG Scores 18/19

<b>Increase in Talent ID Coverage:</b> Employee open trials for all ages & 1 per season.		
Develop one more youth pathway	Paul Sunderland	Lee Burkley & Vincent Philbin
<b>Increase in Higher Ability Players:</b> Producing 1 player per season to have the potential of a 10 year career. rough monitoring the new recruitment strategy at Under 9.	AM/EM	DAM/HFT/TA/BF Ongoing Official plans in place for 19/20
<b>Increase in Professional Contracts:</b>	AM/EM	4
<b>Increase in 1st Team Opportunities</b>		Check attend appearances
<b>Increase in Player Pathways:</b> Development centres + F.P. from 3 to 4, Y.D.P. from 1 to 2. Monitor players opportunities/stake take. D.S. - opportunities available with P.D.P.	Players trained no scholars offered	Ormskirk now YDP also Players trained
<b>Increase in Educational Attainment:</b> Ongoing plan from 19/20 up plus Gifted & Talented	Reports Obtained	Reports obtained
<b>Increase in Playing Coaches:</b> Coaches individual needs being met to allow development. Support for ongoing learning for coaches.		
<b>Improved Facilities:</b> Potential to gain new use of higher quality surface for P.D.P. & Y.D.P. Explore the use and benefit of a new club facility	Heywood & Hopwood	Hopwood and Heywood
<b>Extended EPPP Academy Licence:</b>		Board level
Complete necessary work on the 26 point action plan from the recent Audit	ongoing	Passed reassessment, new process for 19/20
<b>If Sustainable:</b>		
Through the possibility of a new club facility		Board level
Maintaining the E.D.S. program	ongoing	Plus Buxton
Maintaining the current staffing model		
<b>Increase in Club Savings on Home Grown Talent</b>		
Recruit additional personnel to supplement the 1st team squad	BW/AM	3 players
<b>Increase Partnerships:</b>		
Town teams from 3 to 1.		Letters regarding next steps
Schools program from 3 to 4.	Huyton/Bam/Brockdale/Burscough	Letters to be introduced next season
Schools program from 4 to increase schools our engagement from??	Childwall/Salford/Culcheth	Same schools, difficult due to staff availability
Glass footie from 2 to 2 or 3 teams.		Date/Morrow: Junior officials linked

## Academy Appraisal Process

The Academy uses a 3 Tier appraisal process to formally record structured development meetings for all staff. We believe this process should consist of the following 3 key areas and be supported with a “Challenge & Support” philosophy:

1. Performance Target Setting and Monitoring
2. Identify support to allow staff and players to achieve Performance Targets
3. Staff and Player Welfare

Starting from the Chief Executive being appraised by the Club Board, the flow of appraisals continues down to include all staff.

Each department's manager will discuss the targets set by the board with each member of staff responsible for their specific targets. Staff will also recognise one key area of self development or CPD to be included in the appraisal targets.

The targets and support plan will be agreed by staff and managers and formally recorded and signed.

A 6 month review will take place in January to discuss progress so far and highlight any success stories or possible barriers to the performance targets set. Staff can approach managers at any time during the process if they feel the need to discuss their appraisal plan.

This cycle continues per year.



# Example of Monitoring Process:

## 6 month Appraisal

### 2018/19 Appraisal

#### Section 3 Review of Last Year

What were the targets of your CCF / CPD?	What were your achievements in these areas over the last year?	What can you do better or differently in these areas?	What support / training do you need to help you in these areas?	Please select the level / completion. Add details,(R-A-G- rated)
1. Advanced youth award	Course days completed		Put together case study liaison with club and FAYCD	Course days completed Pass
2. Implement and develop Rochdale recruitment	More schools and links with clubs	Keep developing links with other schools	Academy support in delivery	More schools linked with and clubs making more sustainable
3. FA Talent Level 2	None		Tried to organise club based Level 2, didn't materialise	Looking at 2018/19 season
What departmental plan objectives were set for this season?	What were your achievements in these areas over the last year?	What can you do better or differently in these areas?	What support / training do you need to help you do better in these areas?	Please select the level / completion. Add details,(R-A-G- rated)
1. Minimum of 10 players through to U15	Completed			12 Players
2.				
3.				

R-A-G- rated = Red (to start), Amber (ongoing), Green (complete).

#### Section 4 Action Plan for next year

What are your CCF/ CPD targets for your next season?	How will you achieve these objectives and what support / resources do you need to help you achieve them?	How will you know if you've achieved these objectives?	When do you expect to achieve them by?	Please select the level / completion. Add details,(R-A-G- rated)
1. AYA- complete and pass	FAYCD, Academy support	Course passed	End of 18/19 season	Case Study
2. UEFA A Licence	Accepted on course, waiting for application process	Enrolled on course	Pass course by 2020/21 season	Not enrolled
3.				
What are the departmental plan objectives for the next season?	How will you achieve these objectives and what support / resources do you need to help you achieve them?	How will you know if you've achieved these objectives?	When do you expect to achieve them by?	Please select the level / completion. Add details,(R-A-G- rated)
1. 10 outfield players to U15	Phase lead/HOC/AM	End of season numbers moving to 15s	End of 2018/19 season	Red
2. Operational targets around APP,EPPP and Audit	AM/HOC/Director of Youth	Documentation updated, 3 year licence	End of 2018/19 season	Red
3.				

#### Action Plan for this year

What are your CCF/ CPD targets for this season?	Please select the level of completion. Add progress details, (R-A-G- rated)	Additional support received /required?	When could be improved to help you achieve the targets?	When do you expect to achieve them by? What actions are being taken?
1. AYA- complete and pass	Case study background info completed- start to progress	FAYCD	Keep working to complete player case studies	End of season completion
2. UEFA A Licence		N/A	Apply again for 2019/20 season	Reapply when the application reopens
3.				
What are the departmental plan objectives for this season?	Please select the level of completion. Add progress details, (R-A-G- rated)	Additional support received /required?	When could be improved to help you achieve the targets?	When do you expect to achieve them by? What actions are being taken?
1. 10 Outfield players from 14s to 15s	Working towards	Phase lead/HOC/AM views	Keep progressing the group during training and fixtures	End of season
2. Operational targets around APP, EPPP and Audit	Reassessment 30/01/2019	AM/HOC	Reassessment in Jan, indication of whether targets have been met/exceeded	End of season
3.				

R-A-G- rated = Red (to start), Amber (ongoing), Green (complete).

# Managing Coaching Hours – FP U9-U12

Foundation Phase	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b>Morning</b>						12- 9.30 – 11.00 1.5 Hours	
<b>Afternoon</b>							
<b>Evening</b>		9/10 5.30 – 7.00 1.5 Hours 11/12 7.00-8.30 1.5 Hours		9/10 5.00 – 6.30 1.5 Hours 11/12 6.30-8.00 1.5 Hours			GAME

The Academy Foundation Phase takes into account rest and non Academy activities

Intensity: Up to 10

# Managing Coaching Hours – YDP U13/14

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Morning						9.30 – 11.00 1.5 Hours	
Afternoon							
Evening		5.30-7.30pm 2 Hours		6-7.30pm 1.5 Hours			GAME

The Academy Youth Development Phase takes into account rest and non Academy activities.  
Players and Parents are advised to manage school and town team fixtures in accordance with this timetable

Intensity: Up to 10

# Managing Coaching Hours – YDP U15/16

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Morning						9.30 – 11.30 2 Hours	
Afternoon							
Evening		7.30 – 9.30 2 Hours		7.30 – 9.30 2 Hours			GAME

The Academy Youth Development Phase takes into account rest and non Academy activities.  
Players and Parents are advised to manage school and town team fixtures in accordance with this timetable

Intensity: Up to 10

# Managing Coaching Hours - PDP

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Morning	11.00-13.00 2 Hours	11.00-13.00 2 Hours		11.00-13.00 2 Hours	11.00-13.00 2 Hours	GAME	
Afternoon		13.30 - 1530 2 Hours		13.30-15.30 2 Hours			
Evening							

The Academy Professional Development Phase takes into account rest periods and double sessions on Tuesday & Wednesday

Intensity: Up to 10 Monday / Tuesday AM / Thursday AM  
Maximum 7 Tuesday PM / Thursday PM / Friday AM

# **Coach to Player Ratios**

The Academy will endeavour to ensure there are 2 fully qualified coaches per squad at every training session and game. This means there will be at least a 1:8 ratio.

# Board Signature

Signature:

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Print

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Date:

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