

Beaumaris Soccer Club Development Policy

Context

BSC has tasked the Junior Director of Football with developing a Youth Development Policy (YDP) that defines the objectives BSC will achieve to take the Club to the next level of its development. Following consultation with the DoF and with the Football Institute of Australia to better understand international youth development programs in Europe, Asia and the Americas, this note confirms the YDP approved by the BSC Committee. The Director of Football and the Junior Coaches are charged with developing the structure and capabilities for the YDP to be implemented successfully.

The key issues considered by BSC are:-

- *Clarity* – the YDP is designed to provide clarity to all stakeholders (Committee, Players, Parents, Coaches, Council and Sponsors) about what BSC is setting out to achieve and how those achievements will be met.
- *Capability* – the YDP assists BSC establish the necessary capabilities (resources, finances, facilities, staff) to achieve its objectives. If gaps are identified, it enables BSC to consider how best to address those gaps and in what timeframe.
- *Capacity* – determine if the employees and volunteers that run BSC have the time, financial resources and competencies to effect the YDP. If not, the DoF is charged with making the necessary recommendations to ensure the YDP is implemented.
- *Commitment* – are all stakeholders committed to realising the YDP given its impacts on our costs and income requirements.
- *Confidence* – helps us have confidence that BSC parents, members and sponsors support will be forthcoming to achieve the YDP goals.

The Necessary Building Blocks

The following components are critical for the YDP to be realised:-

- The Director of Football (DoF) role leads the vision with clear role parameters and the autonomy to act. The YDP takes time to be realized so the DoF must be committed to BSC for a sufficient period to allow the consistent application and development of the building blocks. It is suggested, but not mandatory, that the DoF position holder does not take a coaching role at BSC as this is a potential conflict of interest.
- Quality coaches throughout BSC must be assured for the “HOW” in the YDP to be realised. All BSC coaches must commit to the “brand of football” BSC wants to play at all junior levels which is also aligned to the style of football we want to play at Senior level. It is expected that the senior coach will liaise with the DOF to design programs that prepare juniors to make a smooth transition to senior football.
- One Club – an integrated Junior and Senior Club allowing Junior players to move into Senior football at the right level and the right time. Without such a commitment, Junior players will leave BSC for other Clubs to get the experience they require.
- A blueprint coaching philosophy that is documented and identifiable with the Beaumaris brand. This is the “how” in which the YDP is realised and it requires the best coaches available at BSC to work with the DoF to complete. This would include a clear and achievable curriculum for players at all levels and a Coaching Leadership Group to support the DoF role, led by a Junior Representative. The Group includes the Junior, Senior and Women’s Football Representatives.
- The infrastructure and facilities that enable the YDP have to be realised. This will

always be a work in progress but it needs to be achievable in the agreed time period and have the support of stakeholders such as Bayside Council, MCCC and sponsors. In the initial years the focus is on the playing surface and floodlighting, followed by securing playing and training facilities for pre-season and competition requirements. Our goal is to have a pavilion providing excellent changing facilities for men, women, boys and girls at all levels in BSC, and for a multi-purpose room for technical development sessions and revenue raising functions (e.g. sponsor engagement)

- General Club and community support. Unless the great majority of our members are behind it, and can see the benefit for their children, the policy risks becoming elitist and alienating the members who provide BSC with its major revenue source – subscriptions

For a club essentially run by volunteers this is a daunting task but if all stakeholders are on the same page, committed to the one vision over a sensible time period with clear plans and agreed KPI's that enable BSC to track progress, the YDP can be achieved. The YDP's foundations are already established and much progress has been made but a clear path forward is required to ensure momentum is not lost in shaping the future of the Club.

Youth Development Policy

The BSC Development Policy (excluding Goal Kick) uses 5 levels with each level aligned to the level below and/or above. The Policy is designed to ensure that each level is connected to the next, giving the player the opportunity to develop and advance as they grow. The 5 levels are:

- **“Junior Football”** consisting of the U7 to U11 (inclusive) age groups with as many teams at each level as we can accommodate at our facilities, e.g.: 3 teams for each age group. This is an introduction to football consisting of a fun focused program that focuses on the essential skills with small-sided games.
- **“Youth Select”** consisting of the U12 to U15 age groups where there will exist 1 X “A” Squad per age group and 1 X “Development Squad” per age group during the FFV winter season including pre-season.
- **“Talent Development Program”** is for the best junior players we have available, essentially a selection by invitation only – and creating one team per age group from U12 – U15 – players who will be offered the opportunity to receive training over 42 weeks of the year as well as preparation for out of season tournaments and competitions. This enables coaches to mix age groups and teams according to the level of competition and is an opportunity for the Beaumaris brand to be seen beyond regular competition.
- **“Premier Development Program”** specifically designed for players from A teams at the U16 & U17/18 in the FFV winter season. Teams to be consist of highly talented players who play in the highest State & National level competition possible during winter and continue to receive elite training opportunity throughout the off season. These players will also get an extra session a week during winter by the transition coach as well as experience playing in seniors/reserves. Our future senior players.
- **“Senior Football”** consisting of 2 squads of Seniors/Reserves up to 34 players with an allocated budget show casing the best of Beaumaris in Senior Men’s Competition.

Level One - Junior Football (U7-U11)

Junior Football is designed for boys and girls aged U7 to U11. Our preference is for all these players to have completed Goal Kick as it provides a basic introduction to football. The Junior Football level is open to all players but is targeted to players who want recreational football

but have a desire to be more competitive and want to benefit from advanced coaching.

At U11 players begin to graduate from Junior Football into 3 selected football squads that prepare them for the next stage of “**Select Football**” which begins at U12. The focus of our Junior Football Program is on individual skill development and preparing players for team competition. It is shaped for committed families, uses licensed coaches to ensure we are teaching the RIGHT skills in the CORRECT way with an emphasis on player development rather than winning games.

The Juniors Football level is the first stage in structuring player development on 5 themes:-

- **Ball Mastery.** Using both feet and multiple surfaces to encourage players to experiment with all turns, tricks and skills to develop their confidence in holding and controlling the ball.
- **Spatial Awareness** – understanding the complexities of space in game like situations and how space has certain properties that when exploited correctly, assists in rapid understanding of the game itself.
- **Shapes & Support.** Developing the idea of triangle and diamond shapes by passing and moving to support the player on the ball. The focus is on giving players more options to keep the ball rather than just kick it away.
- **Small Sided Games** - 1v1, 2v2, 3v3, 4v4 and 5v5 free play allowing players to experiment through multiple contacts on the ball and to utilize the triangle and diamond structures in a game situation. These provide a better environment to develop players, are positive and nurturing allowing players to experiment using their skills to solve the soccer problems on the field but in a competitive environment.
- **Independent Thinking and Decision-Making.** Encouraging players to think for themselves and solve football problems with the skills we have taught. Our coaches guide players to the answers by asking questions to answer for themselves rather than telling them the answer thereby creating independent thinkers who can solve football problems without the coach constantly telling them what to do in any given scenario. This leads to information retention and higher levels of skill acquisition.

Youth Select (U12-U15)

The Youth Select Program relates to pre-season and FFV competition and contains teams from U12 through U15 structured in an A squad and a Development squad. Each Select squad is to be exposed to the highest standard state, national and international competition possible. No more than 2 teams per age group will operate.

It is feasible that an A squad could be selected to play in some of the Premier Development tournaments within its own age group if recommended by the Coaching Leadership Group. U12 to U15 A squads must have a comprehensive pre-season training preferably with their nominated coach. Such coaches must be qualified and be remunerated for the A squads. To support the Youth Select program it is proposed that BSC host a pre-season tournament on an annual basis featuring the best A U12-15 squads available.

Talent Development Program

The purpose of the Talent Development Program is to track the identified talented players within the Youth Select Program, to provide additional training as a pathway to selection in the A teams, to ensure the curriculum is being used for development outside of the FFV season and to establish a process for selection to the Premier Academy for U16 to U18 squads. If funding is available we would aim to send these teams to the best Junior competitions such as the Bendigo 7s, the Kanga Cup, the Gold Coast Champions Cup and the Manchester Cup (for U15s only) in Australia. In addition, consideration can be made to enter our best team in competitions such as the MIC Cup in Spain, the Milk Cup in the UK and the AEGON Future Cup in Holland. This to be determined by the Coaching Leadership Group for approval by the Committee in the year preceding the tournament to enable funds to be raised and sponsorship secured.

A squad at each of U12 - U15 age group to be established as Elite A teams - with all squads identified as Beaumaris Sharks (development squads can have different names). These selected Premier squads to train to a schedule set by the Coaching Leadership Group. Each squad to have at least 16 players that can change during the year as talented players are identified at younger age levels. Players are selected to Premier Development squads by coach's recommendation via an official invitation by the DoF. Training sessions will be 1.5 hours duration consisting of a Technical & Dynamic Warm-up, Small Sided Games and Competitive Matches. The role of the coach is to monitor and regularly report player progress, identify their strengths and weaknesses and motivate players them to achieve high performance.

Premier Development

The Premier Development program is designed to develop youth players playing at U16 and U 17/18 in the FFV winter season as a stepping stone to Senior football. The Premiere Squad's aim is to dominate the U16 and U17/18 age groups in the State competitions as a showcase for the Beaumaris brand. The concept of an Academy is to affiliate BSC ideally with either of the two Melbourne based professional clubs seeking a talent pool in the local area, as Melbourne Victory has with Nunawading. Each squad consists of 30 players run by a range of specific coaches including the DOF, head coach, physical coaches and a designated goal keeper coach.

The Development Academy program is a game-centric approach allowing the affiliate club to assess the quality of our talent pool. It requires a deep understanding of what professional clubs are seeking, a strong football network for BSC, and provides the optimal developmental environment for our best youth players. The Academy squads focus on training to improve as individuals and as a team using direct feedback and evaluations from the coaching staff. Academy players must be tested on their physical capabilities and could be considered for entry to the top National and International tournaments. The cost of such a program will be expensive essentially requiring the best qualified and experienced coaches we have available and use of training and match facilities out of season.

Senior Football

Beaumaris has realised it's ambition to compete in State League 1. The senior representative and Senior Coach are responsible for developing the Club beyond this goal. Further detail to be provided by the Senior representative on how this objective can be realised.

5 "C's" Gap Analysis

- **Clarity** – adoption of a Youth Development Policy and recruitment of the Coaching Leadership group is necessary to provide clear and consistent direction. A key component of adopting the Policy would be acceptance of a fully costed budget for the Youth Development Program for 2018-19 as our requirement for additional sponsorship funds or additional registration fees needs to be agreed.
- **Capability** – essentially the ability to fund the program particularly the additional coaching resource and to provide the required facilities to both Junior and Seniors. The current infrastructure facilities BSC has access to are fit for purpose having renovated the reserve at Reserve Road and installed new floodlighting. A new or renovated Pavilion by 2019 and guaranteed access to Sandringham Secondary College facilities by agreement with the MCC Foundation including provision of a floodlit all weather facility and the provision of a quality additional floodlit training facility at the Lemnos Club is necessary to realise this vision. Much progress has been made, and it is likely our coast base will increase as a result.

In addition to infrastructure, additional and improved coaching capabilities would be required. The DoF needs a budget for 2018 coaching fees (ex Seniors) to be paid out of subscription fees and additional team based sponsorships.

- **Capacity** – this refers to Club’s administrative capacity to manage and administer the program of events necessary to support the Policy including tournaments and fundraisers. It is agreed we are operating at maximum capacity so to make the Policy work we require additional voluntary support to make the Program successful. The Junior Representative should make recommendations on how this can be achieved given the Junior parent groups are the primary beneficiaries of the Program. A key part of the program is the proposed alignment with a professional club and this should be tested through our established contacts as its confirmation will give confidence that the Program can be delivered.
- **Commitment** – this refers to all stakeholders wholeheartedly supporting the Program and in particular sponsors and Council (given we lease their facilities). There are known constraints here that need to be understood to avoid blockages and obstacles along the way.
- **Confidence** – this depends on the strong “prime mover” commitment of the Committee, the Coaching Leadership Group, sponsors and Bayside Council. Confidence comes with success in implementation and results on the field so it will always be tested and occasionally shaken. We need to be able to anticipate and manage those challenges.

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