

**CAPITAL FOOTBALL
HIGH PERFORMANCE PROGRAM REVIEW**

REPORT

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1. Terms of Reference: Capital Football – 2010 Review of High Performance Program (HPP)

The aim of the 2010 High Performance Program (HPP) review is to produce a report commissioned by but independent of Capital Football (CF). The reviewer should in consultation with the clubs and other interested stakeholders, undertake the following tasks:

1. Evaluate and report on the current HPP against the relevant objectives and success indicators of Strategic Priority 3 (3.1, 3.2 and 3.3) in the CF Strategic Plan Going for Goals 2008-2011. For example, comment on

- The quality, structure and delivery of the HPP taking into account the North and South Region locations for the summer development program and advise on the future of the HPP and on related future developments.
- How the needs of participants from the target groups are met and ways in which these might be improved.
- The progression and retention rates of participants in the HPP and ways in which they can be improved.
- The appropriateness of the coaching and other staff involved with the program in terms of performance, qualifications, competencies, experience and levels to support the HPP.
- Existing and potential areas within the program which could be:
 - further developed;
 - developed in partnership or cooperatively with other clubs; and
 - reduced or eliminated.
- The overall strengths and weaknesses of the existing HPP.

2. Make recommendations on any changes or improvements, which could be made to the current program to better meet the objectives of Priority 3 of the CF Strategic Plan.

3. Consider and make recommendations with respect to whether HPP playing squads in CF competitions should be part of the HPP program with particular regard to.

- The options and / or alternatives to HPP playing squads.
- The inter relationship of the HPP and club development programs.
- The nature of any consultative processes as part of any change management process.
- The appropriateness of CF FC as a “club” administered, funded and operated by CF.
- The relationship between the HPP and representative teams formed to compete at National Championships.

4. Make recommendations to improve and complete the pathway for males aged 17 to 20.

In reporting you should:

1. Take into account the FFA National Development Plan and related talented player identification strategy and requirements with respect to game development, player skill development and the implementation of the FFA National Curriculum.
2. Consider the specific application of these programs in the ACT noting the views of clubs and other interested stakeholders.
3. Consult with any of the key stakeholders listed in the strategic plan who have a stake in the HPP.
4. Make any further suggestions and recommendations deemed appropriate by the reviewer.

2. SUMMARY

Overview

Since 2007 there has been significant changes to the development pathways, competition and the coach education programs, due to the National Football Development Plan, the introduction of the FFA Curriculum, entry to AFC and the formation of the 'W' League.

FFA lowered the age group for the AIS Men's Program, which in turn reduced the age group for the ACTAS and similar programs interstate. The lowering of the ACTAS age group made it possible to provide appropriate competition in the Premier League Pathway. Unfortunately the development pathway ends at this point for young men in Canberra. The FFA development pathway links the State Institutes and Academies with Hyundai 'A' League clubs, which is fine where a club exists in the State, but without an 'A' League team or a youth team to aim for there is a lack of opportunity and focus in the ACT for players and coaches.

Attempts to secure an 'A' League License in the ACT were unsuccessful as were more recent attempts to gain entry to the 'A' Youth League. As a result there is a lack of focus in the ACT for players and coaches who aspire to play and coach beyond the local Premier League.

The Westfield 'W' League has provided a much need stimulus for the development of players for the national teams and a particular focus within the ACT. The ACTAS Women's program and the supporting Talented Player Program allow talent identification and development to begin at a very young age with a clear pathway to "The Matildas", which is excellent.

The change of membership by FFA from Oceania to the Asian Football Confederation has been the catalyst for considerable change to the Coach

Education system. FFA now has an Advanced (Pro, A, B, and C License) and Community Coaching Pathway (Senior, Youth and Junior Certificate). However, due to the time it has taken to make the necessary changes there has been a period in which very few Advanced Courses have been accessible to coaches working in the community, particularly in Canberra. This has caused considerable frustration for coaches locally and especially for HPP coaches since FFA have stipulated minimum accreditation levels for coaches working in representative football, e.g. Junior State Team coaches must have 'B' License by 2010. More recent communication from FFA has changed this requirement to a 'C' License if it was completed in 2010.

High Performance Programs in the ACT

The Competition and Pathways for players is always subject to change, due to the implementation of national initiatives as well as modifications to suit local conditions. While several positive changes have been made it is clear that many of the issues raised in the Lynch Report 2007 still exist.

The different opinions regarding the benefit of playing Academy squads in older club competitions against the role of clubs and the perceived loss of players still exist. Now that FFA has cancelled the National Junior Championships at U/15 for boys and U/17 for girls this issue has been reduced to U/13 & 14's in boys and U/13 to U/15 in girls age groups.

The perception that only the wealthy represent the ACT in Junior Championships and that selection isn't open to everybody, is still strong. There is still uncertainty about the player pathways and the cost to benefit of High Performance programs. These are just examples, which suggests there is much work to be done to foster a cooperative environment in which Capital Football can perform it's many functions and the member clubs can operate at their level.

The report provides more detail in the "Findings" and offers some solutions in the Recommendations for the three Strategic Priorities, 3.1 Technical Development, 3.2 Competition & Pathways and 3.3 Coaching. In total there are thirty-two Recommendations

The Report does not attempt to provide the detail in the way some Recommendation may be implemented, as there may be different solutions.

Moving Forward

The Terms of Reference focus this Report on Priority 3 of the Strategic Plan Going For Goals 2008-2011, but High Performance doesn't function in isolation so some of the Recommendations will impact at the club level.

The FFA Development Plan is a long-term project which will have a better chance of being successful if the National Curriculum is also embraced by clubs as well as programs partially funded by FFA. For this to become reality, CF will

need to service the clubs with information and practical assistance and ask the clubs formally to support the national cause. The key to this happening at the operational level will be through the relationship the Technical Director develops with club coaches.

Most club respondents support player development programs and some expressed a desire to have an integrated approach to development. It may be timely to take a different approach, especially if High Performance Programs can operate over and above club requirements. That will present an organizational problem, which may be possible to solve with a cooperative approach.

Many parents and coaches suggested that CF Representative and HP Programs should seek opportunities to play comparable teams from outside the ACT, particularly in Sydney.

The introduction of coaching programs during the summer months provides a wonderful opportunity for players to continue their development, a view expressed by the vast majority of parents and coaches. While many clubs are offering the same opportunity to players it is essential for CF to offer the opportunity to players who are more serious. However the quality of coaching in CF HPP needs to improve and players ought to be grouped on ability rather than geographical location. If players are grouped on ability there should be no need to refuse players an opportunity to join the CF program.

There is considerable demand locally for a 'C' License Course to be held in the ACT for ACT coaches and it should be a very high priority in 2011.

The former links between Capital Football and ACTAS need to be reconnected to facilitate greater interaction between each organization for the benefit of players, coaches and the development pathway.

The HPP and Representative programs cannot function without the use of good training facilities, which is a major problem in the ACT. Access to synthetic football grounds would take a huge burden off a lot of grass fields, which should help to keep the surfaces on competition grounds in better condition. While synthetic fields are often criticized for being hard under foot, they do provide an excellent surface and create a good environment. If the quality of football in the ACT Premier League is to improve, an integrated approach in player development, more qualified coaches at the Advanced level and better playing surfaces for competition venues will go a long way to making it happen but it will take some time to achieve.

THE METHODOLOGY

The review process included questionnaires to HPP Coaches, Premier League Coaches, parents and club delegates, interviews and phone calls with individual coaches of HPP and Premier League coaches, junior club coaches, Capital Football former and present Board Members, Technical Directors and CEO of

other Member Federations, former and current staff of ACTAS, current and former staff members of Capital Football and one overseas expert in physical preparation of athletes.

The process also included an open forum for Premier League coaches, HPP coaches, club coaches, parents and players to voice their opinion on anything within the Terms of Reference and at four different times.

LIMITATIONS

It isn't possible to interview everybody associated with High Performance Programs or to submit every point of view expressed. The use of questionnaires is limited and not everybody who is asked to contribute does so. Similarly with open forums, attendance may be restricted for a variety of reasons but a serious attempt was made to provide an opportunity for any interested party to have input to the Review.

FINDINGS – STRATEGIC PRIORITY - 3.1 TECHNICAL DEVELOPMENT

3.1 Technical Development

- 3.1.1 Capital Football adopted the FFA curriculum and all HPP coaches have played the 1-4-3-3 system.
- 3.1.2 FFA provided written material on the system and Han Berger, National Technical Director and his assistant Alistair Edwards, provided an evening workshop for HPP coaches in April this year.
- 3.1.3 Some of the High Performance Programs (HPP) coaches would have liked more information about how to apply the FFA curriculum in a practical setting as well as feedback about their coaching program from Capital Football (CF) Technical Director (TD).
- 3.1.4 All of the HPP tried to achieve similar outcomes in providing opportunity for players to train with other talented players (the best with the best) under the guidance of qualified coaches over a large part of the year, particularly in winter. In this way the needs of the participants have been met to a large degree since frequency of training, 3-4 sessions per week and 1 match per week are objectives of the FFA Curriculum, pages 26 & 27. However, the total number of sessions was a combined total of HPP and club training.
- 3.1.5 The introduction of the summer HPP in 2009 was well received and the number of participants increased this year. The players trial to be part of the program and in that sense it is a Talent Identification process for any new players wanting to be part of the HPP.

- 3.1.6 The summer programs involve two sessions per week, which is less than might be expected of a HPP and there isn't a schedule for matches to be played. Furthermore the players are grouped, based on where they live rather than on ability, which is different to the winter program.
- 3.1.7 The adoption of a best practice system of play (1-4-3-3) for HPP has happened but the delivery of the content needs to be demonstrated and reinforced frequently for the system to be fully understood and implemented to a high standard.
- 3.1.8 In observing HPP sessions in the summer program I have seen one practice that FFA included as part of the curriculum, apart from small-sided games.
- 3.1.9 The FFA curriculum has not been implemented at club level in any formalized manner.
- 3.1.10 Communication between Capital Football's Technical Director and ACTAS staff has ceased on a formal basis and so has the High Performance Advisory Committee.
- 3.1.11 There hasn't been any formalized interaction between ACTAS coaches and CF HPP Coaches for at least twelve months. The interaction between ACTAS women's coach and CF girls HPP coaches has occurred informally because of personal contacts.

RECOMMENDATIONS – 3.1 TECHNICAL DEVELOPMENT

Capital Football to:

1. **Provide all coaches working in the HPP and CF Representative squads with a program of what to cover in each session and hold workshops to demonstrate and explain the practices FFA recommend.**

In many cases the coaches are not sufficiently experienced to decide what to do each week and more importantly how to do it. The workshops will provide a focus for coaches and a common goal.

2. **Provide clubs, with FFA resources and provide workshop opportunities, particularly with coaches in the U/12 to U/14 age groups, to demonstrate and explain how to use practices with a group of 14 players and with limited space available.**

The FFA curriculum message is clearly not getting through to club coaches and many face difficult circumstances at their clubs, having to share grounds with other groups at training and cope with poor lighting a bumpy ground and limited equipment.

- 3. Provide opportunities for players of all age groups to participate in HPP during the off-season (Oct-Feb) and tailor programs to the needs of the players.**
- 4. Consider the introduction of Mini Tournaments for clubs to play in during the off-season, including HPP groups and the creation of four regional teams, based on existing demographics, simply to provide match opportunities.**

The opportunity to play games should not be overlooked. Playing matches will provide the focus for summer programs designed to improve technique and game understanding and might boost attendance and participation.
- 5. Select all HPP squads on ability rather than where they live.**

The summer HPP will provide a great opportunity to develop technical ability and game awareness with the nucleus of players who will be most likely to play for CF in the National Junior Championships (NJC) the following year. This will take a lot of pressure off the Representative coaches during the winter season when there may be conflict for players to attend club or CF Representative team training,
- 6. Set dates during the year, in consultation with ACTAS coaches, when they will be able to run the prescribed number of workshops with the CF Representative Coaches, in accordance with ACTAS job descriptions.**
- 7. Involve ACTAS coaches in the process of appointing coaches for the CF Representative teams and HPP where appropriate.**

If the HPP involves many of the players who represent CF, which is predictable and the programs run for most of the year, it may be appropriate to appoint more than one coach to provide the service.

FINDINGS – STRATEGIC PRIORITY – 3.2 COMPETITION & PATHWAYS

3.2 Competition and Pathways

3.2.1 The High Performance Programs (HPP) for boys, U/13, U/14 and U/15 were structured differently, e.g. U/13's played in March, U/14's in July and U/15's in September. The U/13's Representative team played as a team in the U/14 Division 1 club competition. The U/14's trained and played friendly matches against U/16 teams midweek, trained with their clubs and played for their clubs on the weekend, while the U/15's trained and played friendly matches with U/18 club teams but had mixed preparation due to changes of the coach. There were five U/15 players already in the ACT Academy of Sport squad (ACTAS), which played competitively in the Premier League Pathway competition in midweek, who did not train with the CF team until very close to the NJC.

- 3.2.2 The HPP for girls, U/13, U/15 and U/17 were also structured differently. The U/13's competed in April while the other age groups competed in July and September respectively. The U/17 age group had similar problems as the boys U/15, with many girls not electing to play in national championships because they were already in the ACTAS squad. This problem was reported in the Lynch Report 2007 and recently Football Federation Australia (FFA) cancelled the U/17 championships for 2011 and introduced an U/14 championship for 2011.
- 3.2.3 In 2010 the CF HPP boys U/13 team won the U/14 Division 1 competition. The CF HPP U/14's and U/15's did not play as a team in the next age group up in the club competition.
- 3.2.4 In 2010 the CF HP girls U/15 team played friendly games with boys U/14 teams because of the bad experience they had the year before in playing in the U/15 boys competition and not being able to cope with the physical demands.
- 3.2.5 There are a number of issues to be dealt with in playing CF HPP teams as a club team in the next older age group in either the boys or girls club competitions. See Discussion Topic 1 on Page 14.**
- 3.2.6 In the boys programs three players were selected for the "All Stars" at U/13, none at U/14 and none at U/15. The positions at national championships were 4th in Group B, 2nd in Group B and 3rd in Group B, respectively.
- 3.2.7 In the girls programs five players were selected for the "All Stars" at U/13, one at U/15 and one at U/17 and the positions at national championships were 3rd in Group A, 3rd in Group B and last in Group A, respectively.

BRIEF REPORT ON EACH HP PROGRAM FOR BOYS AND GIRLS

Boys U/13 HPP

- In September 2009 a group of players identified for the CF HPP trained three times per week for eight weeks until the end of November, then had eight weeks off over summer before commencing training again at the beginning of February. During the December - January period the players had two sessions per week in Futsal.
- In February 2010, Open trials were held for the CF U/13 age group and training resumed weekly until the National Championships were held in March.
- The CF U/13 team played in the U/14 Division 1 competition throughout the season.

- The team came 4th in Group B at the National Championships with 2 Wins, 2 Losses and 1 Draw. Three players were selected in the “All Stars” team.
- **Coach’s observations** – Alan Rumble
 - It was difficult getting quality matches in the lead up to the National Championships.
 - There was a big drop off in attendance at training on Friday nights due to matches being played on Saturday.
 - Training at Hawker was very good but sharing the field with other players was detrimental to the quality of training, especially with large numbers of players.
 - The U/14 Division 1 competition was weak because many of the players in that age group were playing up an age group at club level. The CF U/13 squad won the U/14 Div 1 competition.
 - Kanga Cup is held during the season in school holidays.
 - He stopped playing matches at Kambah Oval 3 after three games, because the quality of the ground was so poor and convinced the parents to pay for the facilities at the AIS, where they played from then on.
 - **Suggested the players return to play for their clubs after the National Championships in 2011** but continue to take part in regular training with CF during the winter, with a different coach. He could then start monitoring and selecting U/12 players during the winter season and begin preparations for the U/13 National Championships in March 2012.

Boys U/14 HPP

- In October 2009 trials were held and two groups of U/14 players trained on the North and South side until the end of November when they went into Futsal programs until the end of January.
- In February 2010 the summer HPP resumed and other players were scouted and invited to trial for the winter program, which started in April.
- The winter program had one squad and trained on Mondays and Tuesdays with a match on Wednesday nights, organized by the Technical Director Ian Shaw.
- After May the Tuesday night session was cancelled because players were being asked to train at their clubs and players failed to turn up to HPP training.
- The matches on Wednesday nights were generally against U/16 teams and were of a comparable standard.
- The team came 2nd in Group B at the National Championships, with 1 Draw and 3 Wins and nobody was selected for the “All Stars “ team.
- **Coach’s observations** – Zoran Glavinic
 - Majority of club teams played a 1-4-4-2 system, which didn’t help the team prepare to play against the 1-4-3-3 system at Nationals.

- A number of players were used in different positions at their clubs compared with the positions in the HPP.
- The squad trained at Kambah and played the Wednesday night games at Hawker on the synthetic pitch.
- Trials were held in September 2010 and two groups will train twice each week on the North and South side involving 38 players in total.
- The sessions will follow the guidelines from FFA on the implementation of the 1-4-3-3 system.
- He is unsure about the length of the program during the summer due to Futsal programs.

Boys U/15 HPP

- In the past the scholarship coach at the Australian Institute of Sport (AIS) has taken the CF U/15 squad in at least one year of the two-year program.
- In 2010 Arthur Papas, the AIS Scholarship Coach was going to take the U/15 squad but after starting the process in April, he declined to continue for a number of reasons; the process of selection, the quality of the facility at Kambah and the fact that he would not be able to train on a full field.
- The squad trained until approximately four weeks prior to National Championships when Ian Shaw, Capital Football Technical Director, took over training, which included ACTAS players and selected a final squad.
- Ian eventually took the team that participated in the National Championships where they finished bottom of Group A.
- **Coach's observations – Ian Shaw**
 - Lack of preparation was the main reason for not performing that well.
 - There had been problems with players not wanting to trial and train when they knew there were a number of U/15 players already in the ACT Academy of Sport (ACTAS) who would most likely be included in the final squad that went to National Championships.
 - A lack of incentive was also a factor for U/15 players not participating in the program and the purpose of the U/15 National Championships has to be questioned.

Girls U/13 HPP

- In 2009 a group of U/12 girls were identified through the winter competition and Kanga Cup and "open" trials were held in September.
- Training until the end of November was twice weekly plus Futsal on Saturdays. In December & January the girls were concentrating on Futsal.
- In early February a squad was selected to train three times per week and included three new players who were not selected in September.

- The team competed in an U/14 tournament in Bathurst in late February coming 2nd in the Group and drew with the eventual winners of the tournament.
- In the lead up to the National Championships, Ray Junna the ACTAS Women's coach attended training and provided technical support and advice.
- The National Championships were in early April and the team came 3rd in Group A with five girls selected in the "All Stars" team that played eventual winners NSW Metro. Siena Senatore was selected in the Australian U/13 Team.
- ACT were awarded bonus points
- **Coach's observations** – Colin Johnstone
 - From Aug 09 – April 2010 girls had 60 sessions and 16 matches.
 - Emphasis in coaching focused on core skills and developing good habits.
 - Most players came from playing 9v9 and adaptation to the 1-4-3-3 style of play was only in last couple of months.
 - The team's success in Bathurst challenges the notion that you must play 11v11 in U/12 football.
 - Ray Junna had to be listed as the Head Coach at the Nationals because coaches had to have a minimum "B" License.
 - Winter scouting enabled coach to promote program to clubs, parents, coaches and players and allowed players to get a feel for the program with one training session per week and no fee.
 - **Suggestions:** Same concept as last year and a longer contract & commitment from CF.
 - Consolidated training for "A" squad in the summer.
 - More games outside the ACT v NSW teams.
 - Need a better training surface – Kambah is inadequate.
 - The credibility and success of the 09-10 program led to greater interest and numbers attending trials for 2010-11 program.
 - Would like more feedback from FFA at NJ Championships and from CF TD.
 - Coaches stay for a day after the NJC for debrief by FFA.
 - Ray Junna, ACTAS Head Coach, viewed as TD for girls due to frequency of appearance at training.

Girls U/15 HPP

- Katrina Neuss was the coach of the squad but had to work overseas for extended periods so assistant coach Pat Mills did a lot of the training and coaching.
- Trials were held in February and the U/15 NJC was in July.
- The girls trained twice a week but rarely got everybody to training at the same time due to some clubs having training at the same times.

- The girls played, as a squad in 2009 in the boys U/15 age group but the competition was too strong so in 2010 they played friendly games with U/14 boys' teams and the girls played for their clubs at the weekend.
- The team came 3rd in Group B at the NJC and one girl was selected in the "All Stars" team.
- Coach's observations – Katrina & Pat Mills
 - Coaching appointments should be made earlier, preferably after the JNC the year before.
 - Information about the FFA Curriculum was provided on paper but would have liked more practical input.
 - The CF HPP doesn't have a consistent approach.
 - The training facilities at Kambah are sub-standard and not conducive to good football being played.
 - No incentive to do a 'B' License – cost / future.
 - Is it really a High performance Program?

DISCUSSION TOPIC 1

Is it appropriate for CF HPP teams to play in older age groups in club competition for points?

- This issue is not new and is referred to on Pages 3,4 and 5 of the Lynch Report 2007, following the introduction of this approach in 2005 and 2006 when HPP boys and girls squads played in club competitions for points.
 - Proponents of this system argue that **it is better for the players' development to train, play and compete as a team** against suitable opposition, i.e. older age groups **within the club competitions**.
 - **The consistent delivery of a coaching program**, based on sound principles **to develop skill sets** and referred to as the "AIS approach", was introduced following the Mitchell Report 2004 and used the system of playing selected groups in an older age group in the club competitions.
 - **The number of players who progressed from this approach** to gain ACTAS scholarships, AIS scholarships and places in the Joeys U/17 national team **was greater than at any time before or since**. (See Attachment – CF Academy Graduates)
 - Proponents also argue that **most of the players will return to play in CF Premier League** and the standard of play will improve as a result.
 - Opponents of the system argue that **taking players out of the club competitions weakens the clubs** and generally **lowers the overall standard of play**.

- Opponents also argue that **players may be “lost” to the clubs for up to three years** and may/will lose identity with the club where they started their playing career, because friendship groups change from being club based to HPP based.
- Opponents also argue that **a strong club system will benefit the overall standard** of play and **CF should organize representative teams** for the NJC **to train as a group and play friendly matches** against suitable opposition **over and above club training and competition.**
- Opponents to this view argue that **playing friendly matches means the competitive element is missing** and the only way that competitive games can be achieved is for the CF HPP teams to play in an older age group, i.e. U/14 's play in the U/15 or U/16 Division 1 competition for points.
- **When HPP teams only play friendly matches the program is not deemed by some coaches to be as important as club commitments** and **on occasions** pressure is put on **players to choose between Club training and HPP training**, when training nights clash. The decision can influence whether the individual plays football for his/her club at the weekend.
- **In 2007** the HPP squads played in the club competition but not for points and **some of the club teams did not turn up to fulfill the fixture**, e.g. the HPP U/15 team completed four of the scheduled fixtures that winter.
- Some players train most nights of the week to satisfy the demands of club and HPP training, with some players suffering injuries as a result.

Other Considerations/ Points of View/Information

- The development of players should be done jointly by the Clubs and CF.
- There is little difference, if any, between coaches working in clubs and the CF HPP, in terms of coaching qualifications and experience.
- It is recognized that CF have a responsibility to select and prepare teams to play in National Junior Championships (NJC).
- There needs to be clarification between HPP selection and CF Representative teams selection.
- Selection to play in NJC has to be “open to all” and preferably free of charge or subsidized because some children can’t afford to pay the fees.
- Comparison with other States shows that there are different approaches in the selection process and development programs of “talented” players.

- **Victoria** has a “Champions League” with teams representing twelve zones across Victoria for boys (U13, 14,15,17 & 20) and girls (U/13,15 & 17 + over age players). The teams play a “round robin” format, which takes two years to complete and operates between October and February. Players who want to be selected to play for Victoria in the NJC, must play in the Champions League, there are no exceptions. It is a user pay system. In preparation for the NJC the players train twice weekly during winter, play competition for their clubs and friendly games with the State Representative team.
- **Football West** has a summer HPP program, which involves playing matches and a winter Representative program to prepare for the NJC. Representative Training is additional to club training, is twice weekly and involves friendly matches with older age groups. It is a user pay system.
- **NSW** has Project 22 (See Project 22 & Youth Academy Accreditation Agreement documents)) where selected players train as a group 3-4 times per week and play as a “club” against the next age group up in the club competition for points. The players are allowed to play for their clubs on the weekend but not allowed to train with them, unless they are a club with FNSW approved status and then it is once per week. Approved clubs are not allowed to have more than three representative players in their squad unless there are special circumstances.

RECOMMENDATIONS – 3.2 COMPETITION AND PATHWAYS

Capital Football to:

- 1. Change the name from High Performance Program to “ Player Development Program” (PDP), which will run for most of the year on a user pay basis.**

The High Performance title is incongruous with the low frequency of training and qualifications of the majority of coaches. All coaching programs are developmental regardless of the ability of the players.

The number of sessions per week in the PDP may vary during the year depending on (a) Club commitments, and (b) CF Representative commitments, so that players are able to train up to four times per week in total and play at least one game per week, in line with FFA guidelines. In the summer months the PDP could be three times per week in ability based groups, while during the period when CF Representative teams are active it might be twice per week.

- 2. Produce a “Player Manual” to explain everything a player, parent or club official would need to know about the Player Development Program, (see Football West doc. “Players Manual”)**

The purpose of PDP and how it differs to Representative selection and training needs to be explained clearly to parents, players, club officials and coaches.

3. Provide Representative Team training free of charge, one session per week, for ten weeks prior to the NJC.

The majority of parents, coaches and club officials who responded via the questionnaires and/or interview process believe training and playing for the CF Representative teams should be free. Free training will at least allow talent identification to be carried out.

4. Conduct open trials for Representative Squads, invite players to attend and notify clubs, ask relevant club coaches for nominations and continue to look for talented players as a matter of policy.

A number of respondents are of the opinion that selection is not "open" to all and there are players who cannot afford to play for Capital Football or be part of the training program. If the perception is that playing for CF is a "closed shop" or only for the wealthy, it is damaging and something has to be done to change the perception.

5. Submit a proposal to FFA to cancel the U/15 NJC. (Redundant as of 31.11.10)

In the FFA Development Pathway the U/15 age group is included in the State Academies and Institutes, which makes the U/15 NJC redundant for talent identification. It is also an added cost for players already in ACTAS and explains why they do not want to play in the NJC. The same situation existed for the girls at U/17 level and the NJC at that age group has been cancelled.

6. Ask clubs to support the development of players for NJC and FFA by asking them to include prescribed practices, provided by FFA and CF, in every training session for at least twenty minutes.

The feedback from HPP coaches was that very few clubs play the 1-4-3-3 system and from club coaches the feedback was that little information from FFA or CF has filtered through about the system or how to deliver it.

7. Ask club coaches in the boys U/13 to U-15 age groups and girls U/13 to Women's Premier League, to support the FFA Curriculum and use the 1-4-3-3 system of play.

Make direct contact with club coaches to create a personal relationship and seek their cooperation to implement the FFA Curriculum.

8. Seek opportunities for HPP squads and Representative squads to play against similar opposition outside the ACT.

9. Seek opportunities to provide financial support to players who might otherwise miss the chance to represent the ACT in NJC.

10. Request funding from FFA to cover travel costs and accommodation where

necessary for a Capital Football Youth Team to play some friendly matches with other 'A' League Youth teams.

Youth teams from Central Coast, Newcastle, Sydney and Melbourne (2) travel to Canberra to play the AIS. If the teams traveled one day earlier and with extra players, they could possibly play two games in Canberra. The Capital Football Youth Team could travel to play CCM, Newcastle & Sydney.

FFA subsidizes the Youth teams of every 'A' League Club so FFA should support the ACT. Since the start of the 'A' League a number of players from the ACT have progressed to sign contracts with Sydney FC, Melbourne Victory and Gold Coast Utd.

FINDINGS – STRATEGIC INITIATIVE – 3.3 COACHING

3.3 Coaching

- 3.3.1 It isn't possible to comment on the quality of the delivery of the HPP during the winter season of 2010.
- 3.3.2 Having observed more than ten coaching sessions in the summer HP Programs I would not describe the quality as "High Performance". What I witnessed was disappointing, i.e. poor transition between practices, inappropriate practices for the age group, too much inactivity on the part of players waiting for turns and little help to improve performance. I did observe some decent sessions by coaches but not many.
- 3.3.3 The level of accreditation of coaches in the ACT is generally quite low with only a handful of coaches with the AFC 'C' License.
- 3.3.4 There hasn't been any structured mentoring of HPP coaches or workshops conducted by ACTAS coaches in the past twelve months or more.
- 3.3.5 The Community Pathway Courses have been well attended and opportunities for local coaches to attend the 'C' License have been quite limited because FFA has not held many courses.
- 3.3.6 HPP coaches and Premier League coaches expressed a desire to upgrade their qualifications beyond the Community Pathway.
- 3.3.7 Attendance by HPP and PL coaches at FFA National Conferences has been limited and respondents cited, poor timing of events and shortage of notification as the major reasons but all respondents said they would attend a CF Coaching Conference to maintain current levels of accreditation.

- 3.3.8 Parents and coaches responded positively to HPP coaches being paid a fee commensurate with their level of coaching accreditation.
- 3.3.9 The level of coaching accreditation is virtually the same at club and HPP.
- 3.3.10 Coaches expressed a lack of incentive, the high cost to attend an AFC Course plus the cost of taking time off work and/or taking annual leave as reasons why they would not enroll, if the courses were made available.

RECOMMENDATIONS – 3.3 COACHING

Capital Football to:

- 1. Appoint a suitably qualified and experienced coach to the position of Technical Director as a priority.**
- 2. Organize an FFA 'C' License Coaching Course before the start of the 2011 season.**
- 3. Conduct several workshops for coaches to demonstrate how to use the practices outlined in the FFA Curriculum.**
- 4. Provide a coaching program based on the FFA curriculum for all coaches working in the CF PDP and with Representative teams.**
- 5. Adopt a policy of promoting and appointing coaches with the highest coaching qualifications to Representative teams and the PDP.**
- 6. Adopt a policy of paying coaches an hourly rate to reflect their qualifications and experience.**
- 7. Set the dates for the first CF Coaching Conference in October or November 2011.**
- 8. Request FFA to sponsor four coaches each year from Canberra to attend the 'B' License Course.**
There is little incentive for coaches within the ACT to continue upgrading their qualifications.
- 9. Conduct workshops to educate and prepare coaches for the FFA 'C' & 'B' License Courses as a priority.**
At the current rate of conducting courses at 'C' and 'B' level it will take several years before there are ten qualified coaches with a 'B' License in the ACT. It is a fact that more than 90% of coaches working in the community pathway do not have a 'C' License but play an important role in club coaching to develop players.

To increase the number of coaches who pass the 'C' & 'B' License, it makes sense to prepare them as much as possible before they attend the course because if they fail it is highly unlikely they will do it again.

For example, I conducted an 'A' License Course I in Kuala Lumpur with 44 candidates and only 7 passed the practical coaching; all participants were former professional players. When I did my FA Coaching License in England I was one of 5 who passed, out of 55 candidates.

On page 35 of the FFA Curriculum it states that coaches of Junior State Teams must have a 'B' License by 2010.

- 10. Mentor 'C' License coaches.**
- 11. Provide special Goalkeeper Coaching programs at different levels of ability and for all age groups.**

4.ADDITIONAL RECOMMENDATIONS

4.1 FACILITIES

- 4.1.1 Find more good quality venues with good surfaces to establish coaching centers for PDP.**
- 4.1.2 Reduce the amount of use at Kambah Oval to keep the surface in better condition, particularly during winter.**

4.2 SCREENING OF PLAYERS

- 4.2.1 Introduce a system of screening for physical competencies for players entering any CF program.**

There is substantial evidence that the current generation of young players do not have the same level of physical competencies compared with previous generations. The current generation spend more time on computers than they do playing games etc, as a result their bodies break down more often when they are subjected to frequent and or increased intensity of training. See Attachments – Developing the Player – An Integrated Approach, K.B. Giles & M. McDermott and ACT Women's Football Development Program –P. Moreland

- 4.2.2 Conduct workshops for coaches to introduce appropriate movements as an integrated part of every warm-up session.**
Phil Moreland, ACTAS Acting Assistant Manager – Athlete Services, has worked closely with Kelvin Giles and will provide support to implement screening & workshops. Phil has

consulted to the Northern Ireland FA on the European Pro License on the topic of physical competencies.

5. CONTRIBUTORS contacted by Ron Smith

5.1 Interviews in person

- Alan Rumble – CF U/13 Boys Rep. Coach
- Andrew Stainlay – Asst. Manager ACTAS
- Colin Johnstone – CF U/13 Girls Rep. Team Coach
- Eamonn Flanagan – Mildura SC
- Emery Holmik – Former. Manager ACTAS
- Gerard Corradini – Manager ACTAS
- Ian Shaw – Capital Football Technical Director
- John Mitchell – ANU PL Coach & former CF Board Member, Author of Mitchell Report 2004
- Kim Chapman – Capital Football Board Member
- Mike Milovanovic – Head Coach Men’s Football ACTAS
- Pat McCann – CF Assistant TD & Woden Valley PL Coach
- Phil Moreland – Actg Asst. Mgr. Athlete Services ACTAS
- Ray Junna – Head Coach Women’s Football ACTAS
- Scott Conlon – Premier League Coach Belconnen SC
- Steve Forshaw – Belconnen SC
- Tom Crossley –Capital Football HPP
- Tom Sermanni – AIS/FFA Head Coach /Women’s National Team
- Zoran Glavinic – CF U/14 Boys Rep Team Coach

5.2 Telephone Interviews

- Andrew Bettell – Coach & Development manager Football West
- Eddie Senatore – Capital Football HPP
- Katrina Neuss – CF U/15 Girls Rep. Team Coach
- Les Bee – Coach & Development Manager Football Victoria
- Pat Mills – Capital Football HPP
- Paul Bentvelzen – High Performance Manager Football NSW
- Peter Hugg – CEO Football West
- Steve Milutinovic – Woden Valley SC

6. Documents & Presentations Reviewed

- ACTAS Women’s Football Structure –PPT
- ACTAS Women’s Football – Development Program 2009

Capital Football 2010 High Performance Program Review - Report

- ACTAS Men's Program – Job Description doc.
- ACTAS Women's Program – Job Description doc.
- ACTAS Football Pathways Agreement PPT
- Capital Football Academy Review – B. Lynch 2007 doc.
- Capital Football Technical Development Action Plan 2006
- Capital Football TD Job Description doc.
- Developing the Player – Giles & McDermott doc.
- Football West – Players Manual doc.
- Football West – Curriculum doc.
- Football West – HPC Protocol & Report doc.
- Football West – HPC Calendar doc.
- Football West – HPC GK Program doc.
- Football West – U/9 to U/14 Curriculum doc.
- Football NSW – Project 22 doc.
- Football NSW – Youth Academy Accreditation Agreement doc.
- FFA Development Plan doc.
- FFA National Curriculum doc.
- FFA National Curriculum - Game Related Practices PPT
 - 1-4-3-3 Attacking
 - 1-4-3-3 Training Games
 - 1-4-3-3 Defending
 - 1-4-3-3 Game Training
 - 1-4-3-3 Passing
 - 1-4-3-3 Playing Out

7. Acknowledgements

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- Mr. Peter Hugg, CEO Football West,
- Mr. Andrew Bettell, Game Development Manager Football West
- Mr. Les Bee, Talented Player Development Mgr. Football Victoria
- Mr. Paul Bentvelzen, Football NSW High Performance Manager

For their willingness to share information, personal experiences and provide documentation on their respective programs.

Finally a special word of thanks to Daniel Murphy, the Capital Football High Performance manager for his assistance and cooperation in the preparation of this review document.

8. Attachments

- 8.1 ACTAS Women's Football Development Program – Moreland P. doc.

Capital Football 2010 High Performance Program Review - Report

- 8.2 Capital Football Academy Graduates – Mitchell J. doc
- 8.3 Developing the Player – Giles & McDermott
- 8.4 FFA National Curriculum Practices doc
- 8.5 Football NSW – Project 22 doc.
- 8.6 Football NSW – Youth Academy Accreditation Agreement doc.
- 8.7 Football West - Players Manual doc.
- 8.8 Football West – Curriculum doc.
- 8.9 Football West – HPC U/9 to U/14 Curriculum docs.
- 8.10 Football West – HPC Protocol & Report doc.
- 8.11 Football West – HPC GK Program doc.

9. Ron Smith's Profile

Ron Smith has extensive experience in High Performance Programs and coaching players at youth and senior professional level.

He has a B.Ed in Physical Education, The FA Advanced Coaching License/ UEFA 'A' License, and the AFC / FFA 'A' License. He has conducted coaching courses in Australia and Asia from 'C' to 'A' License and is a current instructor for AFC and FFA. His contributions to Coach Education were recognized by The Australian Coaching Council with the "Eunice Gill Award" presented by The Minister for Sport Ros Kelly.

Ron spent four years as assistant coach and was the Head Coach of The Australian Institute of Sport for a further ten years. Thirty players who were on scholarship during his tenure progressed to play for the Socceroos, many of whom played at the highest level overseas and in the successful 2006 World Cup campaign.

He was the first Australian to win a League title in a professional football league in Asia, in Malaysia in 1996. His achievements at club level between 1995 and 1998 were recognized by the FA Malaysia, awarding him Coach of the Year in 1997 and in 1999 appointed him to the position of National Coaching and Youth Development Manager, which he did for three years. In that role he established a national football school similar to the AIS, State based Academies and was responsible for all Coach Education programs.

In 2004 Ron was appointed as the National Technical Manager at FFA, responsible for elite development programs and technical assistance to the coaches of the Olympic team and the Socceroos. After the World Cup 2006 he took up the position of Head Coach at Perth Glory, after which he was the assistant coach at the Beijing Olympics and technical analyst to national coach Pim Verbeek for the World Cup 2010.

Ron has recently become a student again having been accepted to do a research PhD in goal scoring patterns in professional football, a topic he has been studying for more than ten years.

