



FOOTBALL IN SCHOOLS PROGRAMME

the pathway to develop Irish football



Schools' Development Plan 2007 - 2010



TECHNICAL
DEVELOPMENT
PLAN



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Introduction/Foreword



The publication of this Schools' Development Plan marks a historic moment for the development of the schools game in this country. Schools football has been organised in a structured fashion since 1968, yet there is still scope for development.

This Plan is both exciting and comprehensive. It has been formulated after detailed consultation involving teachers, coaches and other interested parties. It also represents the outcome of many hours discussion between the FAI Technical Department and the Football Association of Ireland Schools.

Over the last couple of years it has increasingly been recognised that schools sport generally has faced significant hurdles in terms of funding, recognition, access to facilities, proper coaching, refereeing and profile. In recent years, there has been significant change in all of these areas at both local and national level – yet there is still considerable work to be done.

The FAI aims to make football accessible to anyone and everyone who wishes to play the game. Working closely with schools, all other affiliates, leagues, clubs, local agencies and the Irish Sports Council, the Department of Sport, UEFA and FIFA, the FAI has demonstrated clear purpose in achieving this goal.

The benefits of participation in football are well proven. They extend beyond an active lifestyle and improved health and well being. Football acts as a great tool to assist social inclusion and the game provides significant community gain throughout the country. Football has grown strongly in recent years and football is now the most popular team sport in Ireland. The support of the schools Plan by the Football Association of Ireland is a very public and explicit commitment to invest in the schools game for the benefit of future generations.

John Delaney
- FAI Chief Executive Officer



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Introduction/Foreword



The launch of the Schools' Development Plan marks a watershed in the development of the schools' game in Ireland. The FAI's commitment to support and resource the Plan and its implementation creates an opportunity to improve and expand the game in schools.

From primary schools to the International teams great work is being done to promote football in schools. This Plan recognises this work and the commitment of the volunteers behind it. Indeed, it is the feedback from consultation with those currently running our competitions and coaching teams that forms the basis for this Plan.

The Plan creates many challenges for FAI Schools. From the smallest primary school to the largest second level schools the aim is to provide more opportunities for playing football. The plan also aims to provide opportunities to develop coaching skills for all teachers involved in football no matter what their current level of expertise.

By the end of 2010 every child should have more opportunities to play football in his / her school, in well organised competitions and fun events. Teachers who wish to improve their coaching skills should have an opportunity to do so, and student teachers will be leaving college having already been introduced to the game.

The term of this Plan will be an exciting time for the schools' game. The implementation of the Plan will require hard work and commitment from all levels within the schools' game and from the FAI. The end result should place schools' football on a firm footing for many years to come.



*Tom Bolger, Chairperson
- FAI Schools*

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Executive Summary

The Football Association of Ireland in conjunction with the Football Association of Ireland Schools has devised the 'Schools' Development Plan' to operate in conjunction with the Association's Technical Development Plan.

The results of the extensive study and stakeholder consultation for the FAI's Technical Development Plan, as well as a dedicated schools consultation, were used to determine the content of this document. This document sets out a Plan for increasing the number of football participants in schools, through five key areas from 2007 to 2010.

The FAI Schools mission is to provide students and teachers with opportunities for continuous development, built on positive values and in an enjoyable learning environment, through participation in football.

The overall aim is to work with schools to implement football programmes in a complimentary way to their overall goals within the current education system. This Plan will provide clear guidance on how to jointly achieve this overall goal. As with the FAI Technical Plan, this plan has been developed with a clear focus on a player-centered approach.

This Plan has been divided into five key areas as follows:

Section One: Participation

Targeting affiliated and non-affiliated schools, the goal is to increase participation by providing opportunities for boys and girls to participate in football at an appropriate level. Particular reference is made to the continued roll-out of the Buntús Soccer programme, introduction of a soccer skills programme and targeting increased participation at primary school level and among girls.

Section Two: Competition

The goal is to provide well structured and well organised age-appropriate competitions for schools, paying particular attention to opportunities at a local level. This will be achieved by improving competition scheduling and increasing the number and variety of competitions. The importance of identifying elite players and providing International Football opportunities for boys and girls are also stressed.





Kevin Doyle, Republic of Ireland and Reading striker meets some young hopefuls!

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Executive Summary

Section Three: Education and Training

Working with different target groups, the aim is to improve knowledge and standards of football coaching by providing a pathway and resources for development of coaching skills. Specifically, training and education will be provided for Teachers, Student Teachers and Transition Year Students in areas such as Coach Education, Referee Education and Futsal.

Section Four: Management Structures and Administration

As the FAI Schools programme develops, information and resources will need to be provided as a support for branches, sections and participant schools. The strategy is to enable effective dissemination and receipt of information between all parties, including development of a unified national database. Promotion and coverage of football in schools will be improved by using existing communication channels and new methods such as an enhanced website. Development of improved management structures and administration will be underpinned by appropriate deployment of increased resources.

Section Five: Links

Successful implementation of the schools strategy will depend on developing and maintaining strong relationships with key stakeholders such as schools, clubs and teachers' representative organisations. The aim is to undertake activities that are mutually beneficial, for example good practice guidelines for links between schools and clubs, expansion of opportunities for sponsors and the development of a defined player pathway for post-primary students.

In conclusion this document sets out measurable outcomes and actions which will drive the achievement of specific objectives in each of these sections. The responsibility for delivery of each target is clearly defined.

Support for this Plan will inherently involve and depend on continued partnership with, amongst others, sponsors, the Irish Sports Council, Government Departments, UEFA and FIFA. The implementation of the Plan will be driven by the FAI Schools and the Grassroots Unit of the FAI Technical Department with quarterly and annual evaluation reports produced and presented to the relevant personnel and committees. This process will provide for the continuous evaluation and adaptation of the Plan.





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Part One: Background Information

1.0 FAI Schools

FAI Schools was established in 1968 as the Irish Secondary Schools Football Association. However, football had been played for 13 years prior to that with the Leinster Schools Easter Vacation League having just two official schools entering, though there were a number of “unofficial” members, given the external influences that prevailed at the time! By the mid sixties, this league had grown to over forty teams representing schools in the Dublin area while a similar organisation was being established in the West. Indeed, in 1966 & 1967 the winners of the Connacht Schools’ Cup played the Leinster champions for the Irish Schools’ Senior Cup. Following some moves to co-ordinate the running of schools football with the ISSFA, the first ever Football Association of Irish Schools was formed in 1970. Nearly forty years later, the Association now boasts a membership of over 500 second level schools as well as 800 primary schools. Each year, FAI Schools organises football for more than 80,000 students throughout the country.

FAI Schools established its first international Under 18 boys’ team in 1988 while it fielded its first international girls’ team at under 15 level in 2002.

1.1 Primary Schools

Football in primary schools has been played for many years but it’s only in recent years that it has begun to develop rapidly. Primary schools were active in major urban centres, Kildare and Donegal but the advent of a National 5-a-side competition saw significant growth in participation throughout the country. While there is now football at primary level in each of the 26 counties, there remains major scope for development and expansion.

Primary schools also have equal representation at Branch Executive and National Executive level and primary school teachers are now active at all levels of the association.

1.2 Secondary Schools

Football in second level schools has been organised along competitive lines since the late 1960s. Initially a handful of Dublin schools were involved but over time participation has grown to the current level where schools from every county in the country are involved. Nowadays two out of every three secondary schools take part at some level in FAI Schools Cup competitions. There are now ten Cup competitions from first year through to senior Boys and Girls that provide All-Ireland winners. There are long established representative competitions at interprovincial and international level for both boys and girls.

1.3 Current Status

Schools football in Ireland is currently overseen by FAI Schools. Some of the programmes of activity that take place are as follows:

Competitions

The Association is responsible for the organisation of nine National Cups (increasing to ten in 2007/2008) at second level while there are in excess of thirty other competitions held throughout the four Branches. Meanwhile at Primary level, the ever popular Five-a-Side event attracts over 14,000 competitors across the country while there are also local competitions in Donegal, Dublin as well as Cork and Waterford. See Appendix One for more details.

The FAI Schools organises an annual inter-provincial representative tournament for Boys Under 18 and Girls Under 15 and both competitions are the key recruiting process for underage international squads.

International Football

Boys Under 18

Irish Schools International games have been played since 1988. In 1998 the Irish Schools Team played in the Celtic Cup with Northern Ireland, Scotland and Wales. They have won the competition every year since 1998 except 2000 (holders retain trophy if teams are equal on points).

The Irish Schools now also compete in the Centenary Shield since 2003, with Northern Ireland, England, Scotland and Wales. They were winners of this competition in 2003 and 2004 (joint winners in 2005 with Northern Ireland).

Girls Under 15

The FAI Schools under 15 Girls Development Squad have been playing since 2002 in the Celtic Nations Trophy with Scotland, Northern Ireland and Wales. They have won the competition three times.



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Part One: Background Information

There are a number of very positive elements to the current organisation of schools football in Ireland including the commitment of the various stakeholders involved and a flexibility in approach to the development of the game. However, there is no room for complacency. There are a number of challenges facing the sport that can be identified as follows:

Structural Issues

- lack of integration of schools football within existing football structures (i.e. clubs, leagues, divisional associations, eircom league etc)
- profile /public awareness

Competition from other sports;

- Historical context of gaelic games with strong support from the NGB, county boards, local clubs and teachers
- Increased profile of rugby in Ireland with the NGB targeting areas for growth with funding and resources
- Other NGBs providing coaching programmes within schools

Lack of appropriate pathways at all levels

- Lack of structured school / club links
- Lack of opportunities at a local level to participate
- Rural aspect of many primary schools

Over dependence on key personnel

- Role of the volunteer within the game not rewarded
- Time constraints within the school curriculum
- Lack of qualified coaches within the schools system
- Many teachers without a background in football

Gender distribution among teaching staff

- 86% of primary teachers and 60% of post-primary teachers are females*
- Many of these teachers have no traditional involvement in the game
- Many female teachers lack the confidence to provide football within schools
- Coach education courses generally male dominated

* Source Dept of Education and Science: Education Trends: Key Indicators on Education in Ireland and Europe 2002-2003

1.4 Integration with FAI programmes

The Football Association of Ireland organises a number of different programmes at the grassroots level of the game. The development of Schools football is an integral part of the various programmes. These programmes include:

- **Buntus Programme** – involves the provision of equipment and training to schools and teachers who can then deliver football sessions to their pupils during the PE classes or in extra-curricular activity.
- **3rd Level Coaching Courses** – targets student teachers who may have no previous history of coaching or playing football.
- **Football for All** – the range of opportunities for schools players with a disability is being developed. Key achievements have already been realised in Special Olympics and in various workshops and courses
- **Summer Soccer Schools** – caters for over 20,000 boys and girls between the ages of 7-15.
- **Futsal** – the official FIFA and UEFA version of indoor 5-a-side football is currently being promoted strongly in schools.
- **Coach Education** – regular coaching courses for all levels of the game. There are specific teacher only courses.
- **Refereeing** – programme to train sufficient referees to officiate at all games and to ensure the mentoring of talent to allow referees participate at national and international level. The FAI launched a Referee Development Plan in early 2007.
- **Intercultural Programme** - to integrate all nationalities and people from all backgrounds regardless of race or colour. The FAI launched the Intercultural Development Plan in June 2007.
- **Emerging Talent** – programme to develop elite players aged 9 to 18. This programme is run in conjunction with the various schoolboys and schoolgirls leagues throughout the country. There are 12 regional centres across the country where the elite players, from the age of 14, can be developed by UEFA Qualified coaches locally.

P2 **Part Two: Developing Schools Football**

2.0 The Development of Schools Football

The objectives in developing a Plan for schools are:

1. To review and analyse the current provision of football by FAI Schools
2. To outline a measurable strategy for the next 3 and a half years
3. To increase participation from all schools
 - (i) Primary Boys and Girls
 - (ii) Post primary Girls
 - (iii) Post primary Boys
4. To co-ordinate and support the efforts of the voluntary section of FAI Schools
5. To further integrate FAI Schools into the complete football family

2.1 The Process

The realisation of the need for a specific comprehensive Plan for schools football was highlighted through the Consultation Process for the FAI's Technical Development Plan in 2003. Throughout the 14 Consultations workshops, and the written submissions received, people emphasised the need for development in all levels of the schools game including:

- Participation
- Communication
- Profile
- School/club links
- New initiatives
- Coaching
- Administration

Following the launch of the Technical Development Plan in 2004 a working group was set up to look at all aspects of schools football and produced a Strength / Weaknesses / Opportunities / Threats (SWOT) analysis. In 2006 a new working group was set up with the aim of producing a Schools' Development Plan. This group included:

- FAI Schools Representatives: Donal Conway, Tom Bolger, Ray Scott, and Hugh Colhoun
- Miriam Malone, FAI Grassroots Unit Manager and Gerard Dunne, National Co-Ordinator for Schools, Colleges and Universities represented the FAI.

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Part Two: Developing Schools Football

A consultation workshop for those interested in developing the game was held in Limerick on Saturday 14th October, 2006 under the leadership of FAI Technical Director Packie Bonner. 42 teachers, parents and coaches attended the workshop. The results were collated from the workshop and further consultation took place with principals, teachers, coaches and managers in schools affiliated and not affiliated to FAI Schools. A draft Plan was sent to key schools personnel for feedback and comment; submissions were received and changes made. This process, in addition to comments and suggestions received from the FAI Technical Development Plan Consultation Process, has led to the production of this strategy for the development of schools football in Ireland.

2.2 Mission Statement

The FAI Schools mission is to provide students and teachers with opportunities for continuous development, built on positive values and in an enjoyable learning environment, through participation in football.

2.3 The Development Framework

Details of the development framework within the strategic Plan, which set out how FAI Schools and FAI intends to address each of the strategic areas, are outlined using a table broken down as follows:

Goals:	The overall aims of the Plan
Objectives:	What the FAI Schools / FAI sets out to achieve in relation to each goal
Outcomes (KPI):	Key Performance Indicators: measures that will be used to demonstrate that an objective has been completed
Actions:	What FAI Schools / FAI will do or implement for each objective
Target Group:	The relevant group that each action is aimed at (note that when the term "all schools" is used this shall mean primary and post-primary boys and girls schools)
Responsibility:	The agencies responsible for the actions (note that the Lead Agency is listed first in bold, with agencies that will support listed)
Timeframe:	When the actions will start and finish

The five sections are Participation, Competition, Education and Training, Management Structures and Administration and Links. Each section will be explained by an introductory paragraph and shown diagrammatically in a table format.

P2 | Part Two: Developing Schools Football

2.3.1: Participation

Targeting affiliated and non-affiliated schools, the goal is to increase participation by providing opportunities for boys and girls to participate in football at an appropriate level. Particular reference is made to the continued roll-out of the Buntús Soccer programme, introduction of a soccer skills programme and targeting increased participation at primary school level and among girls.

Many Schools throughout the country have asked for more events that they can participate in, particularly non-competitive events where more students can play. Futsal blitzes within schools or groups of schools are an ideal type of participation event.

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PART TWO: DEVELOPING SCHOOLS FOOTBALL

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2.3.1: Participation

KEY AREA: PARTICIPATION					
OBJECTIVES	Goal: To provide opportunities for boys and girls to participate in football at an appropriate level				
	OUTCOMES (KPI)	ACTIONS	TARGET GROUP	RESPONSIBILITY	TIMEFRAME
To improve opportunities for teachers to get involved in the schools game	FAI Buntús programme offered to all primary schools in LSP areas	Link FAI Buntús programme to FAISchools programmes	Primary School Teachers	FAI NC for Schools / FAISchools DO / FAISchools Administrator	Every Year
	The number of female teachers involved in schools soccer increased by 10%	Link with FAI Women's programmes	All Schools	FAI NC for Schools / WDOs / FAISchools DO	June 2010
To target schools where growth in the game can be achieved	Post Primary Schools where soccer is not played are identified and soccer is introduced into 40 of these schools	Compile lists and profiles of all such schools and target them with promotional material Offer incentives to these schools to begin involvement i.e. equipment grants, RDO support and coach education assistance	Non-Affiliated Schools	Branch Secretaries / FAISchools Administrator / FAISchools DO	January 2008 to September 2008
			Non-Affiliated Schools	FAI NC for Schools / Secretaries / FAISchools DO	September 2008 to December 2010
		Compile profiles of participatory schools level of involvement	Affiliated Schools	Section Secretaries / Branch Secretaries / FAISchools Administrator	September 2007 to June 2008
	Player participation in affiliated schools increased by 5% at Post Primary Level and 10% at Primary Level	Introduce a rule change in league competition to allow participation for the Over-18 age group	Over 18s in Affiliated Schools	FAISchools	September 2007
	Develop strategies to increase numbers participating in primary schools	Affiliated Schools	FAI NC for Schools / Primary Secretaries / FAISchools DO	June 2008 to December 2010	

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2.3.1: Participation

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PART TWO: DEVELOPING SCHOOLS FOOTBALL

KEY AREA: PARTICIPATION					
OBJECTIVES	OUTCOMES (KPI)	ACTIONS	TARGET GROUP	RESPONSIBILITY	TIMEFRAME
Goal: To provide opportunities for boys and girls to participate in football at an appropriate level					
To increase the participation of girls in schools football	The number of non-affiliated schools participating in girls' soccer competitions increased by 100	Identify schools at primary and Post-Primary level - both girls only and mixed gender - where participation can be increased and issue these schools with promotional material Target non-affiliated schools with RDO support, coach education possibilities and club links	Non-Affiliated Schools - Girls	FAISchools DO / Section Secretaries / Branch Secretaries / FAI NC for Women	September 2007 to December 2010
	The number of girls participating in affiliated schools soccer increased by 1000	Compile profiles of schools - both single sex and mixed - outlining areas for development Review strategies for increasing involvement in these schools and draw up a report on the best way to increase or maximise involvement i.e. Futsal competitions, mixed gender competitions, astroturf competitions Link with FAI Soccer Sisters programme Link with FAI Winter Training Camp programme	Non-Affiliated Schools - Girls Affiliated Schools Affiliated Schools	FAISchools DO / FAISchools Administrator / FAI NC for Women / FAI WDOs Section Secretaries / Branch Secretaries / FAISchools DO / FAISchools Administrator FAI NC for Schools / FAISchools DO / FAI NC for Women	September 2007 to December 2010 September 2007 to June 2008 September 2007 to June 2008

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2.3.1: Participation

KEY AREA: PARTICIPATION						
OBJECTIVES	OUTCOMES (KPI)	ACTIONS	TARGET GROUP	RESPONSIBILITY	TIMEFRAME	
To offer participation programmes at all levels	Goal: To provide opportunities for boys and girls to participate in football at an appropriate level	Set up pilot soccer skills programme in 2 Counties	Post primary Schools	FAI NC for Schools / FAISchools DO / FAI DOs	September 2008 to June 2009	
		Evaluate pilot programme	Schools that complete the pilot soccer skills programme	FAI NC for Schools / FAISchools DO / FAI DOs	January 2009 to June 2009	
		Roll out 26 county programme	All post primary schools	FAI NC for Schools / FAISchools DO / FAI DOs	September 2009 to December 2010	
		Evaluate 26 county programme	Schools that complete the soccer skills programme	FAI NC for Schools / FAISchools DO / FAI DOs	January 2010 to December 2010	
			Identify local organising committee (community based)	All Schools	FAISchools DO / Section Secretaries / Branch Secretaries / FAISchools Administrator / FAI DOs	January 2008 to February 2008
		Participation events held in 50 Primary and 50 Post Primary schools	Identify suitable venue	All Schools	Local Organisers / FAI DOs	January 2008 to February 2008
			Run primary event in 4th, 5th and 6th classes and post-primary at 1st, 2nd and transition years	All Schools	Local Organisers / FAI DOs / FAISchools DO	March 2008 to December 2010
			Review event	All Schools	Local Organisers / FAI DOs / FAISchools DO	Every Year in June
			Complete workshops for teachers as per Education Framework Section	Teachers in All Schools	FAI NC for Schools / FAI NC for Futsal / FAISchools DO / FAI DOs	Every Year
		Futsal introduced to 100 new schools annually	Provide subsidised equipment for participating schools (5 balls x 100 schools, 1 set goals x 20 schools p/a)	All Schools	FAI NC for Schools / FAI NC for Futsal / FAISchools DO / FAI DOs	Every Year

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2.3.1: Participation

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PART TWO: DEVELOPING SCHOOLS FOOTBALL

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KEY AREA: PARTICIPATION					
OBJECTIVES	OUTCOMES (KPI)	ACTIONS	TARGET GROUP	RESPONSIBILITY	TIMEFRAME
To offer participation programmes at all levels	Link with FAI Intercultural Programme to ensure that all schools football programmes are open to those from all cultural backgrounds	Link with FAI /IFA Intercultural Programmes in the development of each annual action plan	Intercultural Students	FAI NC for Interculture / FAI Schools Administrator	Nov 2007 to Dec 2010
		Link in with institutions on data/statistics of students from different cultural backgrounds	Intercultural Students	FAI NC for Interculture / FAI Schools Administrator	Nov 2007 to Dec 2010
		Market and promote events to encourage participation	Intercultural Students	FAI NC for Interculture / FAI Schools Administrator	Nov 2007 to Dec 2010
	Participation programmes available to students with a disability	Link with schools that provide education for students with a disability	Students with a disability	FAI NC for Interculture / FAI Schools Administrator	Nov 2007 to Dec 2010
		Provide information on football participation programmes	Students with a disability	FAI NC for Interculture / FAI Schools Administrator	Nov 2007 to Dec 2010
		Link with FAI Football for All Development Officers	Students with a disability	FAI NC for Interculture / FAI DOs	Nov 2007 to Dec 2010

P2 Part Two: Developing Schools Football

2.3.2: Competition

The goal is to provide well structured and well organised age-appropriate competitions for schools, paying particular attention to opportunities at a local level. This will be achieved by improving competition scheduling and increasing the number and variety of competitions. The importance of identifying elite players and providing international football opportunities for boys and girls are also stressed.

The FAI is currently undertaking a review of all competitions. This plan will be produced before the review is complete. Any recommendations from the competition review will be implemented within the annual actions of this school Plan.

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PART TWO: DEVELOPING SCHOOLS FOOTBALL

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2.3.2: Competition

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PART TWO: DEVELOPING SCHOOLS FOOTBALL

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KEY AREA: COMPETITIONS						
Goal: To provide well structured and well organised age-appropriate competitions for schools, paying particular attention to opportunities at a local level						
OBJECTIVES (Activity)	OUTCOMES (KPI)	ACTIONS	TARGET GROUP	RESPONSIBILITY	TIMEFRAME	
To improve scheduling of competitions at provincial and national levels	Outline schedule published by each competition registration date	Coordinate Provincial Secretaries to improve scheduling Produce Standardised Schedule Format Develop a standard electronic registration process	Provincial Secretaries & National Administrator Provincial Secretaries & National Administrator All Schools	FAISchools Administrator / FAISchools DO FAISchools Administrator / FAISchools DO FAISchools Administrator / FAISchools DO	September 2007 to June 2008 September 2007 to June 2008 September 2008 to June 2009	
	Master National Schedule published at start of each school year	Set up Schedule Co-Ordination Group Develop Master Schedule Format and Compilation Process	Schedule Co-Ordination Group (FAI / FAISchools Representatives)	Schedule Co-Ordination Group (FAI / FAISchools Representatives)	September 2009 to December 2010 September 2009 to December 2010	
	Schedules Optimised for even spread of games in competition	Train Provincial Secretaries in optimisation of schedules Monitor and ensure optimisation of competitions	Provincial Secretaries & National Administrator Provincial Secretaries & National Administrator	FAISchools Administrator / FAISchools DO FAISchools Administrator / FAISchools DO	September 2008 to June 2009 September 2008 to June 2009	
To provide more opportunities for schools to compete at a local level as part of an integrated competition schedule	League format localised to units of a maximum of 5 schools	Branch Secretaries to organise local units Allocate one local organiser per unit "Play By" dates set by Branch Secretaries to allow advancing to next level (regional/provincial)	Branch Secretaries & Competition Organiser Branch Secretaries & Competition Organiser Branch Secretaries & Competition Organiser	FAISchools Branches FAISchools Branches FAISchools Branches	September 2008 to June 2009 September 2008 to June 2009 September 2008 to June 2009	
	All players entered into an age appropriate team (Players cannot play more than 24 months over their own age group).	Update competition rules to define age categories.	Branch Executive / National Executive	FAISchools Executive	September 2008 to June 2009	
	A Futsal competition structure is set up at local level and implemented in 400 schools	Internal Primary School Competition set up for senior cycle Internal Post-Primary School competition set up for Junior Cycle Organise local unit competition up to a maximum of 5 schools Establish regional competition.	Primary School Students Post primary School Students All Schools Students All Schools Students	FAISchools DO / Primary School Teachers / FAI DOs FAISchools DO / Post primary School Teachers / FAI DOs Section Secretaries / Competition Organiser Section Secretaries / Competition Organiser	September 2008 to June 2009 September 2008 to June 2009 September 2008 to June 2009 September 2009 to December 2010	

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2.3.2: Competition

KEY AREA: COMPETITIONS						
Goal: To provide well structured and well organised age-appropriate competitions for schools, paying particular attention to opportunities at a local level						
OBJECTIVES (Activity)	OUTCOMES (KPI)	ACTIONS	TARGET GROUP	RESPONSIBILITY	TIMEFRAME	
To provide more opportunities for schools to compete at a local level as part of an integrated competition schedule	Primary 5-a Side Competition expanded to 1000 schools	Identify black spots	Girls Schools / Girls Teams / Non Participating Counties	FAISchools DO / FAISchools Administrator	Every Year	
		Target quality venues	Section Secretaries & Competition Organiser	FAISchools DO / FAISchools Administrator / FAI DOs	Every Year	
		Provide sample operational model to regions	Section Secretaries & Competition Organiser	FAISchools DO / FAISchools Administrator	January 2008 to June 2008	
	To continually evaluate the quality of competition that FAISchools offer to participating schools	Current competitions evaluated with a view to expanding to B and C team streams where possible	Target active 5 a side areas	6th Class Primary School Students	FAISchools DO / FAISchools Administrator	September 2008 to December 2008
			Provide a competition structure	6th Class Primary School Students	FAISchools DO / FAISchools Administrator	September 2008 to December 2008
			Identify local organisers	Primary School Teachers	FAISchools DO / FAI DOs	September 2008 to December 2008
			Implement events	Competition Organiser	Competition Organiser	September 2008 to June 2009
			Evaluate events	Competition Organiser	FAISchools DO / FAISchools Administrator	June 2008 to December 2010
			Evaluate current competitions	Branch Secretaries & Competition Organisers	FAISchools Branches / FAISchools Administrator	September 2007 to June 2008
			Recommend expanding to B and C stream teams where possible	Branch Secretaries & Competition Organisers	FAISchools Branches / FAISchools Administrator	September 2008 to December 2010
Evaluation system in place for each competition	Evaluate Primary 5 a Side Competition with a view to future development	Design a variety of evaluation methods which can be implemented in schools competitions	Local Organisers / Branches / National Executive	FAI NC for Schools / FAISchools Administrator / FAISchools DO	January 2008 to September 2008	
		Select specific evaluation methods and pilot for particular competitions	Local Organisers / Branches / National Executive	FAI NC for Schools / FAISchools Administrator / FAISchools DO	September 2008 to December 2008	
		Evaluate Primary 5 a Side Competition with a view to future development	FAI NC for Schools / FAISchools Administrator	FAI NC for Schools / FAISchools Administrator / FAISchools DO	September 2007 to December 2007	

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2.3.2: Competition

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PART TWO: DEVELOPING SCHOOLS FOOTBALL

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KEY AREA: COMPETITIONS						
Goal: To provide well structured and well organised age-appropriate competitions for schools, paying particular attention to opportunities at a local level						
OBJECTIVES (Activity)	OUTCOMES (KPI)	ACTIONS	TARGET GROUP	RESPONSIBILITY	TIMEFRAME	
To provide opportunities for identification and development of elite players	Specified channels are utilised to identify elite players	Liaise with FAI Development Officers	Underage elite players	Inter-Provincial Management / International Management / FAISchools DO	September 2007 to December 2010	
		Liaise with FAI Womens Development Officers	Underage elite players	Inter-Provincial Management / International Management / FAISchools DO	September 2007 to December 2010	
		Formalise the link with Underage International Managers	Underage elite players	International Management / FAISchools DO	September 2007 to December 2010	
		Formalise the link with FAI Emerging talent programme	Underage elite players	Inter-Provincial Management / International Management / FAISchools DO	Sept 2007 to Dec 2010	
To provide international football opportunities for boys and girls in Dept of Education and Science recognised schools	International football used to promote football in schools	Develop a plan to highlight the success of the schools international team at national level	International Schools Players	FAI NC for Schools / FAISchools Administrator	Sept 2007 to June 2008	
		Develop a plan to highlight the success of the schools international players at local level	International Schools Players	FAI NC for Schools / FAISchools Administrator	Sept 2007 to June 2008	
	U18 Boys participation in at least 5 international fixtures per year including one competitive tournament and at least one game against continental opposition	Implement a squad selection process	Boys International Schools Players	International Management	September 2007 to December 2010	
		Develop and implement training programme	Boys International Schools Players	International Management	September 2007 to December 2010	
		Arrange fixtures and logistics	Boys International Schools Players	FAISchools National Executive / FAISchools Administrator	September 2007 to December 2010	
	U15 Girls participation in at least 4 international fixtures per year including one competitive tournament and at least one game against continental opposition	Implement a squad selection process	Girls International Schools Players	International Management	September 2007 to December 2010	
		Develop and implement training programme	Girls International Schools Players	International Management	September 2007 to December 2010	
		Arrange fixtures and logistics	Girls International Schools Players	FAISchools National Executive / FAISchools Administrator	September 2007 to December 2010	
	To ensure the effective delivery of current competitions	National Competitions	Arrange all logistics around these tournaments	Schools Players	FAISchools DO / FAISchools Administrator	Sept 2007 to June 2009
		Inter-Provincial Tournaments	Arrange all logistics around these tournaments	Inter-Provincial Schools Players	FAISchools DO / FAISchools Administrator	September 2007 to June 2009
International Competitions		Arrange all logistics around international tournaments	International Schools Players	FAISchools DO / FAISchools Administrator	September 2007 to December 2010	

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2.3.3: Education and Training

Working with different target groups, the aim is to improve knowledge and standards of football coaching by providing a pathway and resources for development of coaching skills. Specifically, training and education will be provided for Teachers, Student Teachers and Transition Year Students in areas such as Coach Education, Referee Education and Futsal.

This Plan will provide opportunities for all teachers involved within schools football to gain easier access to football coaching education. Courses will be provided at a subsidised rate by the FAI.

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PART TWO: DEVELOPING SCHOOLS FOOTBALL

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2.2.3: Education and Training

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PART TWO: DEVELOPING SCHOOLS FOOTBALL

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KEY AREA: EDUCATION AND COACHING						
Goal: To improve knowledge and standards of football coaching among teachers and target students by providing a pathway and resources for development of their coaching skills						
OBJECTIVES (Activity)	OUTCOMES (KPI)	ACTIONS	TARGET GROUP	RESPONSIBILITY	TIMEFRAME	
Continue the roll out of the Buntús programme	All existing tutors up to date with changes	Re-train 20 Buntús Tutors and FAI Staff annually	FAI Staff and FAI Buntús Tutors	FAI NC for Schools / FAISchools DO / FAISchools Administrator	Every Year	
	Implement the FAI Buntús programme in new 300 primary schools per annum	Arrange dates for workshops and complete workshops	LSPs and Primary schools	FAI NC for Schools / FAISchools DO / FAISchools Administrator	Every Year	
		Monitor programme annually	LSPs and Primary schools	FAI NC for Schools / FAISchools DO / FAISchools Administrator	Every Year	
Provide Training Opportunities for Students in Teacher Training Colleges	160 Student Teachers Qualified to KS1 2007	8 Kick Start One Courses 2007	Students Teachers in 3rd Level	FAI NC for Schools / FAI NC for Coach Education / FAISchools Administrator	January 2007 to December 2007	
	180 Student Teachers Qualified to KS1 2008	9 Kick Start One Courses 2008	Students Teachers in 3rd Level	FAI NC for Schools / FAI NC for Coach Education / FAISchools Administrator	January 2008 to December 2008	
	200 Student Teachers Qualified to KS1 2009	10 Kick Start One Courses 2009	Students Teachers in 3rd Level	FAI NC for Schools / FAI NC for Coach Education / FAISchools Administrator	January 2009 to December 2009	
	80 Student Teachers Qualified to KS1 2010	4 Kick Start One Courses 2010	Students Teachers in 3rd Level	FAI NC for Schools / FAI NC for Coach Education / FAISchools Administrator	January 2010 to December 2010	
	20 Student Teachers Qualified to KS2 2007	1 Kick Start Two Courses 2007	Students Teachers in 3rd Level	FAI NC for Schools / FAI NC for Coach Education / FAISchools Administrator	January 2007 to December 2007	
	40 Student Teachers Qualified to KS2 2008	3 Kick Start Two Courses 2008	Students Teachers in 3rd Level	FAI NC for Schools / FAI NC for Coach Education / FAISchools Administrator	January 2008 to December 2008	
	40 Student Teachers Qualified to KS2 2009	3 Kick Start Two Courses 2009	Students Teachers in 3rd Level	FAI NC for Schools / FAI NC for Coach Education / FAISchools Administrator	January 2009 to December 2009	
	30 Student Teachers Qualified to KS2 2010	2 Kick Start Two Courses 2010	Students Teachers in 3rd Level	FAI NC for Schools / FAI NC for Coach Education / FAISchools Administrator	January 2010 to December 2010	

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2.2.3: Education and Training

KEY AREA: EDUCATION AND COACHING					
Goal: To improve knowledge and standards of football coaching among teachers and target students by providing a pathway and resources for development of their coaching skills					
OBJECTIVES (Activity)	OUTCOMES (KPI)	ACTIONS	TARGET GROUP	RESPONSIBILITY	TIMEFRAME
Provide Coach Education Courses for Teachers	200 Teachers Qualified to Kick Start One Level	10 Kick Start One Courses	Existing Teachers	FAI NC for Schools / FAI NC for Coach Education / FAISchools Branch Secretaries / FAISchools Administrator	June 2010
	100 Teachers Qualified to Kick Start Two Level	4 Kick Start Two Courses	Existing Teachers with KS1 Qualification	FAI NC for Schools / FAI NC for Coach Education / FAISchools Branch Secretaries / FAISchools Administrator	June 2008 to December 2010
	24 Teachers Qualified to Youth Cert Level	1 Youth Certificate Level One Course	Existing Teachers with KS2 Qualification	FAI NC for Schools / FAI NC for Coach Education / FAISchools Branch Secretaries / FAISchools Administrator	June 2009 to June 2010
		Develop the 11 v 11 Game Workshop	Post-Primary School Teachers	FAI NC for Schools / FAI NC for Coach Education / FAISchools Branch Secretaries / FAISchools Administrator	June 2008 to December 2008
	Workshop developed for Post-Primary School Teachers based on 11 v 11 game	Pilot 11 v 11 Game Workshops	Post-Primary School Teachers	FAI NC for Schools / FAI NC for Coach Education / FAISchools Branch Secretaries / FAISchools Administrator	December 2008 to February 2009
	50% of Teachers taking school football teams has a recognised football coaching qualification	Run 3 11 v 11 Workshops Courses Annually	Post-Primary School Teachers	FAI NC for Schools / FAI NC for Coach Education / FAISchools Branch Secretaries / FAISchools Administrator	February 2009 to December 2010
		Roll out courses listed above and emphasise the importance of getting qualified as a coach	All Teachers	FAI Schools Exec / FAI NC for Schools / FAI NC for Coach Education / FAISchools Branch Secretaries	December 2010

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2.2.3: Education and Training

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PART TWO: DEVELOPING SCHOOLS FOOTBALL

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KEY AREA: EDUCATION AND COACHING					
Goal: To improve knowledge and standards of football coaching among teachers and target students by providing a pathway and resources for development of their coaching skills					
OBJECTIVES (Activity)	OUTCOMES (KPI)	ACTIONS	TARGET GROUP	RESPONSIBILITY	TIMEFRAME
Provide more football education opportunities for students in schools	Transition Year Soccer Coaching Programme extended to 40 additional schools	Circulate all schools with a outline of the new coaching programme to all TY Co-ordinators	Transition Year Students in Post Primary Schools	FAI NC for Schools / FAI NC for Coach Education / FAI DOs / SLSS (Second Level Support Services) / FAISchools Administrator	Every August
		Roll out TY Coaching Courses	Transition Year Students in Post Primary Schools	FAI NC for Schools / FAI NC for Coach Education / FAI DOs / FAISchools Administrator	September 2007 to December 2010
		Pilot new "SSG / Futsal Referee Education Course" in 2 Schools	Students in Post Primary Schools	FAI NC for Referee Education / FAI NC for Schools	September 2008 to June 2009
	Referee Education Courses provided in 6 schools	Circulate all schools with a outline of the new "SSG / Futsal Referee Education Course" to all TY Co-ordinators	Students in Post Primary Schools	FAI NC for Referee Education / FAISchools Administrator	September 2009 to December 2010
To provide opportunities for education in football administration		Roll out 4 Referee Education Courses	Students in Post Primary Schools	FAI NC for Referee Education / FAISchools DO / FAI DOs	September 2009 to December 2010
		Link with Volunteer "IT Support for Clubs and Leagues" Education programme	Transition Year Students in Post Primary Schools	FAI NC for Volunteer Education / FAI NC for Schools	June 2007 to December 2010
	20 Volunteer "IT Support for Clubs and Leagues" Education Courses carried out with Transition Year programme	Set up a system for selection and recruitment for schools to do a volunteer "IT Support for Clubs and Leagues" education course	Transition Year Students in Post Primary Schools	FAI NC for Volunteer Education / FAI NC for Schools / FAISchools DO	June 2007 to December 2010
		Implement volunteer "IT Support for Clubs and Leagues" education training programme	Transition Year Students in Post Primary Schools	FAI NC for Volunteer Education / FAI NC for Schools / FAISchools DO	June 2007 to December 2010
	Review volunteer "IT Support for Clubs and Leagues" education training programme	Transition Year Students in Post Primary Schools	FAI NC for Volunteer Education / FAI NC for Schools / FAISchools DO	June 2008 to December 2010	

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2.2.3: Education and Training

KEY AREA: EDUCATION AND COACHING						
Goal: To improve knowledge and standards of football coaching among teachers and target students by providing a pathway and resources for development of their coaching skills						
OBJECTIVES (Activity)	OUTCOMES (KPI)	ACTIONS	TARGET GROUP	RESPONSIBILITY	TIMEFRAME	
Improve Teachers Knowledge of the Various Strands of Football particularly Futsal	40 Futsal Workshops for All Schools	5 FUTSAL Workshops in 2007	Teachers and Student Teachers	FAI NC for Futsal / FAI DOs / FAI NC for Schools / FAISchools DO	September 2007 to December 2007	
		15 FUTSAL Workshops in 2008	Teachers and Student Teachers	FAI NC for Futsal / FAI DOs / FAI NC for Schools / FAISchools DO	January 2008 to December 2008	
		10 FUTSAL Workshops in 2009	Teachers and Student Teachers	FAI NC for Futsal / FAI DOs / FAI NC for Schools / FAISchools DO	January 2009 to December 2009	
		10 FUTSAL Workshops in 2010	Teachers and Student Teachers	FAI NC for Futsal / FAI DOs / FAI NC for Schools / FAISchools DO	January 2010 to December 2010	
	Futsal Workshop included in Teachers Kick Start One Courses		Develop a template to include Futsal as part of the KS1 Course from Sept 2007	Teachers and Student Teachers	FAI NC for Schools / FAI NC for Futsal	October 2007
			Implement Futsal in all Kick start One coaching courses for Schools, teachers and student teachers	Teachers and Student Teachers	FAI NC for Schools	November 2007 to December 2010
	A coaching pack is developed for teachers involved in schools soccer		Develop a coaching pack developed to include Insurance, First Aid, Conduct, Fair Play, Code of Ethics, Accident & Injury Report, Team Sheet, Laws of the Game, etc	Teachers	FAI NC for Schools / FAI NC for Coach Education / FAISchools DO / FAI NC for Child Welfare	April 2008 to September 2008
			Coaching pack distributed to teachers involved in schools game	Teachers	FAI NC for Schools / FAI NC for Coach Education / FAISchools Administrator	September 2008 to 2010

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PART TWO: DEVELOPING SCHOOLS FOOTBALL

2.3.4: Management Structures and Administration

As the FAI Schools programme develops, information and resources will need to be provided as a support for branches, sections and participant schools. The strategy is to enable effective dissemination and receipt of information between all parties, including development of a unified national database.

Promotion and coverage of football in schools will be improved by using existing communication channels and new methods such as an enhanced website. Development of improved management structures and administration will be underpinned by appropriate deployment of increased resources.

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2.3.4: Management Structures and Training

KEY AREA: MANAGEMENT STRUCTURES AND ADMINISTRATION						
Goal: To adequately service and support branches, sections and participant schools with information and resources						
OBJECTIVES (Activity)	OUTCOMES (KPI)	ACTIONS	TARGET GROUP	RESPONSIBILITY	TIMEFRAME	
To facilitate the effective dissemination and receipt of information	Annual communications pack available	Develop a documented communication structure Develop a contact directory Develop standard communications policies and procedures	All Schools All Schools All Schools	FAISchools Admin / FAI NC for Schools / Branches Branch Executive / FAISchools Administrator FAISchools Admin / FAI NC for Schools / FAISchools Branches	September 2007 to June 2008 September 2007 to June 2008 September 2007 to June 2008	
	90% satisfaction among affiliated schools with information received	Conduct Schools Audit to determine the most effective methods of communication and implement improvements Review and improve IT facilities for Branch Executive Conduct an annual survey of schools on the efficiency of communications	Affiliated Schools Branch Executive Affiliated Schools	FAISchools Administrator / FAISchools DO FAISchools / FAISchools Administrator FAISchools Admin / Branches	September 2007 to December 2007 January 2008 to May 2008 Every Year	
	A unified national database	Design and populate a national database system Maintain national database system	All Schools All Schools	FAI NC for Schools / FAISchools Administrator FAISchools Administrator	March 2008 to June 2008 Every Year	
	To promote football in schools using existing as well as new channels of communication	Each local paper and radio to carry FAISchools news at least once a month	Review current situation with regards to coverage of FAISchools Football Each province to appoint a person to the role of provincial PRO with a proper support network and system for match reporting	All Schools Branch Executive	FAISchools Admin / FAI Communications Manager Branch Executive / FAISchools Exec	January 2008 to June 2008 June 2008 to December 2010
		One piece of national coverage per quarter	Negotiate with a National daily newspaper to carry a regular feature on FAISchools Soccer Develop further links with television companies, press and radio to highlight major finals and representative matches	All Schools All Schools	FAISchools Admin / FAI Communications Manager FAISchools Admin / FAI Communications Manager	September 2007 to December 2010 September 2007 to December 2010

KEY AREA: MANAGEMENT STRUCTURES AND ADMINISTRATION					
Goal: To adequately service and support branches, sections and participant schools with information and resources					
OBJECTIVES (Activity)	OUTCOMES (KPI)	ACTIONS	TARGET GROUP	RESPONSIBILITY	TIMEFRAME
To promote football in schools using existing as well as new channels of communication	3 additional methods are used to communicate with schools to highlight FAISchools activities/competitions	Revamp and maintain the website so that it caters for the needs of those involved and attracts new schools and users to the site	All Schools	FAI IT Dept / FAISchools Administrator / FAI Communications Manager	September 2007 to December 2010
		Target Teacher Union magazines/conferences/principals' conferences, and PEAI to highlight FAISchools' programme.	All Teachers	FAISchools Administrator / FAISchools Exec	September 2007 to December 2010
		Encourage FAI DOs to make schools aware of competitions. Use the FAI Newsletter to promote the Schools programme and activities.	All Schools	FAI NC for Schools / FAI DOs	September 2007 to December 2010
To facilitate interaction between schools and the FAI	Key FAISchools personnel based at FAI Offices in Abbotstown FAISchools-general rules, constitution and competition rules agreed in compliance with FAI A recognised forum and channel of communications set up between the FAISchools network and the FAI	Seek funding from FAI Board	FAI Board	FAISchools Exec	April 2007 to June 2007
		Appoint appropriate personnel and the attendant responsibilities	FAISchools	FAISchools Exec / FAI	June 2007 to September 2010
		Seek information from FAI Committees	FAISchools	FAISchools Exec / FAI	Every Year
		Implement FAI recommended changes	FAISchools	FAISchools Exec / FAI	Every Year
		FAI meet formally with the FAISchools National Executive at least once annually	FAISchools National Executive / FAI	FAISchools National Executive / FAI NC for Schools / FAI Grassroots Manager	Every Year
		Quarterly meetings set up between FAISchools and relevant FAI personnel	FAISchools / FAI	FAISchools Exec / FAI NC for Schools / FAI Grassroots Manager	Every Quarter
Annual review to take place by end July each year	FAISchools / FAI NC for Schools	FAISchools Exec / FAI NC for Schools / FAI Grassroots Manager	Every July		

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2.3.4: Management Structures and Training

KEY AREA: MANAGEMENT STRUCTURES AND ADMINISTRATION					
Goal: To adequately service and support branches, sections and participant schools with information and resources					
OBJECTIVES (Activity)	OUTCOMES (KPI)	ACTIONS	TARGET GROUP	RESPONSIBILITY	TIMEFRAME
To manage the FAISchools' finances in accordance with established best practice	Annual financial reports produced and audited	Each province to present the National Treasurer with an annual audit of that province's finances	Branch Executive/Staff	Branch Treasurer	Every Year
		Each province to review its participation costs to ensure it is not prohibitive for any schools to participate	Branch Executive	Branch Executive	Every Year
To review the current management structure within the FAISchools to assess its effectiveness at Primary and Post-Primary level	A structure that effectively delivers FAISchools Programmes is established	Devise standard financial procedures for all provinces to follow	Branch Treasurers	National Executive / FAISchools Admin	September 2007 to September 2008
		Establish appropriate sub-committees within FAISchools structure	FAISchools	FAISchools Exec	September 2007 to June 2008

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2.3.5: Links

Successful implementation of the schools strategy will depend on developing and maintaining strong relationships with key stakeholders such as schools, clubs and teachers' representative organisations. The aim is to undertake activities that are mutually beneficial, for example good practice guidelines for links between schools and clubs, expansion of opportunities for sponsors and the development of a defined player pathway for post-primary students. The consultation phase of this Plan showed a need to improve the links with other agencies. These links should provide a fundamental part of this Plan.

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2.3.5: Links

KEY AREA: LINKS					
Goal: To develop a framework for relationships with organisations that can support and develop the FAISchools programme on a mutually beneficial basis					
OBJECTIVES (Activity)	OUTCOMES (KPI)	ACTIONS	TARGET GROUP	RESPONSIBILITY	TIMEFRAME
To establish mutually beneficial relationships between schools, clubs, affiliates and leagues in each local area	Liaise with 5 schools where a partnership is currently in place	Establish a set of guidelines to assist schools in setting up future school-club links	Targeted 5 Schools and Clubs	FAISchools DO / SFAI	September 2007 to June 2008
		Roll out guidelines and put a system in place to support schools who wish to set up a school-club link	Targeted 5 Schools and Clubs	FAISchools DO / SFAI	June 2008 to September 2009
	Good practice guidelines produced and issued to affiliated schools and clubs	Set up a closer working relationship with the SFAI through a series of meetings	Schools and Clubs Nationwide	FAISchools DO / SFAI	September 2009 to December 2010
		Quarterly meetings with FAISchools and FAI Technical Department	SFAI	FAISchools DO / SFAI	September 2007 to December 2010
To work closely with the FAI to ensure that the FAISchools Programme is linked with the Technical Development Plan	Communication system in place between FAISchools and FAI	Yearly plan of action and review established	FAISchools / FAI NC for Schools / FAI Tech Dept	FAISchools Exec / FAI NC for Schools	Every Quarter
	FAISchools Strategic Plan reviewed annually	Source appropriate insurance cover for injuries, rehabilitation etc.	FAISchools / FAI NC for Schools / FAI Tech Dept	FAISchools Exec / FAI NC for Schools	Every Year (June)
	Appropriate insurance cover in place	Compile and maintain a list of external stakeholders	FAISchools / FAI NC Child Welfare	FAISchools Administrator / FAI NC Child Welfare	Every Year (July)
To create positive links with external statutory agencies and stakeholders	Annual contact with key external stakeholders	Initiate communication between FAISchools and NAPD and INTO Principals' Conferences	External Stakeholders	FAISchools Exec / External Stakeholders	Every Year (July)
	Presentations made at NAPD and INTO Principals' Conferences		Principals and Deputy Principals	FAISchools Exec	Every year

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2.3.5: Links

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PART TWO: DEVELOPING SCHOOLS FOOTBALL

KEY AREA: LINKS					
Goal: To develop a framework for relationships with organisations that can support and develop the FAISchools programme on a mutually beneficial basis					
OBJECTIVES (Activity)	OUTCOMES (KPI)	ACTIONS	TARGET GROUP	RESPONSIBILITY	TIMEFRAME
To identify opportunities where current and prospective sponsors can engage effectively with the FAISchools Programme	Sponsors are engaged in and kept informed of, activities relating to sponsorship	Link with Commercial Dept. of the FAI to create a sponsorship plan going forward including targeting new sponsors	Current sponsors	FAISchools Administrator / FAI Commercial Dept	Every Year
	New sponsors are attracted and sourced for the programme	Prepare current programmes and activities to be more open and positive for potential sponsors	Potential new sponsors	FAISchools Administrator / FAI Commercial Dept	Every Year
To promote the development of a player pathway from 2nd Level	Player Pathway defined for Post-primary students	Develop a link on scholarships with 3rd level Institutions and FAI	All Post primary students	FAI NC for Schools / FAISchools DO / 3rd Level Plan	January 2008 to December 2010
		Provide information on scholarship opportunities to 2nd level institutions	All Post primary students	FAI NC for Schools / FAISchools DO	January 2008 to December 2010
		Provide football career guidance to interprovincial players on options available in senior football and Eircom League	Elite players	FAI Career Guidance Officer / FAISchools Exec	Every Year



P3 **Part Three** Implementation and Review

3.0 FAI Schools Structure

From the initial formation of FAI Schools, the organisation was heavily weighted in favour of the second level boys sector, given the involvement of a large number of post primary school boys. However, in the mid 1990's a root and branch review of the Association's structures and Constitution was undertaken. This resulted in the adoption of a new Constitution which placed the three core sections of the FAI Schools' organisation on an equal footing.

The organisation is made up of the FAI National Executive, consisting of five officers of the Association as well as the FAI Schools' Administrator (non-voting) and three delegates from each of the four Branches (see appendix 4). There is one and only one delegate from each section. In the event of a delegate being unable to attend, a substitute delegate attends from the same section. These delegates represent each of the three sections within the Branch and in the interests of fairness and equality; a substitute delegate can only come from the respective section.

The Association is divided into four Branches, representing the provincial structure of the country. Within each Branch there is a primary section, a boys' second level section as well as a girls' second level section. Each Branch as well as each section within the Branch has its own officer board and committee.

3.1 Technical Department Structure

The FAI Technical Department is the department responsible for the implementation of the FAI Technical Development Plan. The department is organised into four units which operate collectively to achieve the objectives of the Plan.

The Units are: Women's, Education, Player Development and Grassroots. Each Unit has a manager and a number of National Co-Ordinators for each of the programmes that fall under its remit. The implementation of the programmes on the ground is the responsibility of the department's corps of development officers who are based in various locations around the country. Please see Appendix 5 for a detailed breakdown of the FAI Technical Department.

3.2 Schools' Development Framework - Implementation Roles

FAI Board

Adopt the Plan as FAI policy and allocate an agreed budget
Review progress of the Plan on a quarterly basis

FAI Schools National Executive

Adopt, support and implement the Schools' Development Plan. Assist in the continuous evaluation of the Schools' Development Plan.

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Part Three Implementation and Review

Provincial Branch Executives

Adopt, support and implement the Plan as it relates to their region. Support and liaise with the National Coordinator for Schools, Colleges and Universities, FAI Development Officers and FAI Schools Executive.

Primary and Post Primary Schools

Adopt and implement the Plan. Support and liaise with FAI Schools and FAI Development Officers.

Teachers and Student Teachers

Work on the implementation of designated parts of the Plan under the direction of the FAI Schools and FAI Development Officers.

FAI Senior Executive Team

Adopt the Plan and allocate an agreed budget. Monitor the progress of the Plan. Provide the marketing; communications; financial; human resource; sponsorship and other supports as required for the full implementation of the Plan.

Technical Director

Co-ordinate and oversee the implementation of the Schools Football Development Plan. Provide quarterly reports to the FAI Management Team on the progress of the Plan.

Assistant Technical Director

Assist Technical Director in the implementation of the Plan.

Manager of Grassroots Unit

Drive the implementation of the Schools' Development Plan. Provide quarterly reports to the Technical Director and FAI Management Team on the progress of the Plan.

Schools' National Co-ordinator

Co-ordinate and oversee the implementation of the planned outcomes of the Schools' Development Plan.

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Part Three Implementation and Review

FAI Schools' Development Officer

Implement specific activities and programmes as set out in the Schools' Development Plan. Act as a representative for FAI Schools' executive at various events and competitions.

FAI Schools' Administrator

Provide support in an administrative function to the Schools' Development Plan. Support the implementation of programmes at FAI Schools level in line with the FAI Technical Development Plan.

FAI Development Officers

Implement the Plan in line with agreed targets. Establish positive working relationships with all agencies and personnel in the area in line with the agreed operational structure of FAI.

Manager of Women's Programme and Women's Development Officers

Drive the implementation of planned outcomes in relation to Women's Programmes

Manager of Player Development Programme

Drive the implementation of planned outcomes in relation to the Emerging Talent and High Performance Programme

Manager of FAI Education

Drive the implementation of planned outcomes in relation to Education, Training and Services Programme

3.3 Measurement and Review

Conditions for success

There are a number of essential pre conditions for the success of the Plan. The key ones are:

- The FAI will realign certain resources within personnel to facilitate the implementation of the Schools' Development Plan
- FAI Schools National Executive need to ensure the schools plan is adopted by all levels within its organisation
- The plan must be funded each year to allow its implementation
- The role of teachers and volunteers are critical to the success of the Plan
- An annual review will take place and the plan may have to be adapted accordingly

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Part Three Implementation and Review

With the support of these elements, this plan will measure success as outlined below.

Critical Success Indicators

The FAI Schools recognises the importance of measuring the impact of its actions. This is appropriate as a guide to assessing the effectiveness of its actions and as a basis for evaluating value for money to the FAI. The following are the critical success indicators with which the FAI and FAI Schools will use to assess the successful implementation of the plan:

- Number of players participating increased with more opportunities available to schools to participate. With the implementation of a database updated figures will be readily available.
- The roll out of a nationwide Buntús Soccer programme as the Irish Sports Council puts in place a network of Local Sports Partnerships
- Futsal established as a game schools can play locally
- The International programme developed and a pathway created for elite players
- Football Education Courses provided for all student teachers who wish to be educated
- Football Education Courses provided for all teachers working within the game
- Futsal education provided for all teachers who wish to gain knowledge of the game
- Transition Year Student Education courses provided for potential coaches, referees and administrators
- Promotion of the schools game increased as links with FAI Communications Unit improved
- School – Club links set up with good practice guidelines incorporated

Review Process

A strong and timely review process will be vital to the success of the plan. The implementation of the Plan will be continually reviewed over its 3 and a half year term. The following are some of the mechanisms that will be used to review the plan:

- The commissioning of regular reports (quarterly) by management and delivered by national and provincial co-ordinators. The outcome of annual surveys of the registration database.
- The FAI and FAI Schools will produce in its annual report a statement on progress on the implementation of the plan and any changes, which have been considered necessary due to changes in the environment in which the plan operates.

APPENDICES



APPENDICES

Appendix One

List of competitions

Primary Schools

- **Primary Schools 5-a-side**
26 County events, leading to provincial and national finals with 800 schools and 12,000 players
- **11-a-side Primary Schools' Competitions:**
 - ✓ Dublin Senior Cup
 - ✓ Dublin Pegasus Cup
 - ✓ Dublin Division 1
 - ✓ Dublin Division 2
 - ✓ Dublin Division 3
 - ✓ Dublin Division 4
 - ✓ Dublin Girls' Division 1
 - ✓ Dublin Girls' Division 2
 - ✓ Clondalkin League
 - ✓ Clonsilla League
 - ✓ Fingal League
 - ✓ Tallaght League
 - ✓ Waterford League
 - ✓ Inishowen League

Post Primary Schools

National Competitions

- First Year Cup
- Minor Cup
- Minor Trophy
- Junior Cup
- Senior Cup
- Under 18 Cup
- Senior B Cup

Dublin Competitions

- Met League U18 Div 1
- Met League U18 Div 2
- Met League U16 Div 1
- Met League U16 Div 2
- Met League U14 Div 1
- Met League U14 Div 2
- Under 15 Cup
- Under 14 B Cup
- Under 16 B Cup

Regional Competitions

- Cavan Monaghan U14 League
- Cavan Monaghan U16 League
- Cavan Monaghan U18 League
- Cork Cup u14
- Cork Cup U16
- Cork Cup U18
- South East Cup
- North Munster u14 League
- North Munster U16 League
- North Munster U18 League
- Shannonside League 1st Yr
- Shannonside League U16
- Shannonside League U18
- South East League 1st Yr
- South East League U16
- South East League U18
- Kerry League U16
- Kerry League U18
- Cork League U16
- Cork League U18



Appendix Two

Schools Consultation Workshop Attendees

<i>No</i>	<i>Firstname</i>	<i>Surname</i>	<i>School / Organisation</i>
1	David	Archbold	Palmerstown C.S.
2	Pat	Behan	FAI Development Officer
3	Philip	Behan	FAI National Co-Ordinator for Summer Soccer Schools
4	Tom	Bolger	FAI Schools Chairperson
5	Packie	Bonner	FAI Technical Director
6	Declan	Brennan	Summerhill College, Sligo
7	Jim	Brennan	St. Josephs Col. Galway
8	Margaret	Brennan	Mellview Longford
9	Niall	Brett	Colaiste an Spioraid Naoimh, Bishopstown Cork
10	Carmel	Browne	Mellview Longford
11	Sean	Carr	St. Eunans College Letterkenny
12	Hugh	Colhoun	St. Laurences College Dublin
13	David	Collins	Alexandra College
14	Mairead	Collins	St. Pauls C.C. Waterford
15	Donal	Conway	Mercy Convent Beaumont
16	Michael	Daly	Colaiste Mhuire Askeaton Limerick
17	William	Dillion	Christ the Kings BNS Caherdavin, Limerick
18	Colin	Doherty	FAI Project Research
19	Gerry	Doherty	Rosses C.S. Dungloe, Donegal
20	Gerard	Dunne	FAI National Co-Ordinator for Schools and Colleges
21	Ricahrd	Fahy	FAI Assistant Technical Director
22	Maurice	Flemming	FAI Vice President
23	Conor	Foley	Athlone, Leinster FAI Schools
24	Billy	Forbes	Collinstown Park Community School, Condalkin
25	Ian	Gogarty	Arklow C.C.
26	Luke	Hardy	FAI Development Officer
27	Alex	Harkin	Stranorlar Vocational School
28	Mark	Herrick	St. Josephs Galway
29	Ollie	Horgan	St. Eunans College, Letterkenny
30	Denis	Hynes	FAI Development Officer
31	Tim	Kelly	St. Colmains C.C. Middleton
32	Eoin	Killackey	FAI Womens Development Officer
33	Joe	Lally	St. Josephs, Galway
34	Dick	Lowney	Cashel Comm School
35	Eithne	Lydon	FAI Womens Development Officer
36	Oisín	Mac Eoin	St. Benildus Dublin

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<i>No</i>	<i>Firstname</i>	<i>Surname</i>	<i>School / Organisation</i>
37	Miriam	Malone	FAI Grassroots Unit Manager
38	Conal	McBride	Inver College, Carrickmacross
39	Shane	McCormack	CBS Carrick on Suir
40	Fergus	McDaid	Hollycross NS Cork
41	Declan	McGrath	De La Salle College, Dundalk
42	Michael	Molyneaux	Limerick CBS
43	Joseph	Monaghan	Presentation Secondary, Limerick
44	Robbie	Moran	Salesian College, Celbridge
45	John	Morris Burke	FAI Development Officer
46	Nixon	Morton	Taney NS Dundrum
47	Charles	O'Connor	Bushypark Galway
48	Kieran	O'Mahony	CSN Bishopstown, Cork
49	Paddy	O'Reilly	Trinity Comprehensive, Ballymun
50	Elaine	O'Connor	Limerick City Sports Partnership
51	Martin	Robins	Scoil Niamh Brid, Inishowen, Donegal
52	James	Rodgers	St. Columbas College Stranolar Donegal
53	Ray	Scott	FAI Schools
54	Paul	Sheridan	FAI Development Officer
55	Prya	Thakarar	St. Marys Killester
56	Seamus	Thorpe	Dangan NS Summerhill Co. Meath
57	Enda	Tourish	Our Ladys Castleblayney
58	Aiden	Twomey	Presentation College Cork



Appendix Two

2 (a) Consultation Workshops for Primary and Secondary Schools

<i>What has lead to the success of soccer?</i>		<i>Why?</i>	
Increased numbers involved in soccer	5	Professionalism and Volunteers	3
Success of International teams	4	Good structure and recruitment	2
More Support and help	1	Regional Development Officer's	3
Ribena Competition	2	Short event, Good Administration, Huge Interest	2
Organisation and Standard of Competition	3	Passion, Commitment and better coaching	2
Press coverage	1	Links and support with FAI	2
National and Provincial Competitions	4	Improved Administration	
Club Co-operation (Facility usage)	1		
Highlights the positives about soccer	1		
Buntus programme	1		
Improved prestige of Competitions	2		
Increased no of schools	1		
Increase in the numbers of Girls playing	4	Soccer is more attractive than before	1
More coaches available to go into schools	2		
Quality of Coaches	1	High level of Coach Education	1
P.E. Curriculum changes, more football in schools	2	Mandatory Curriculum	2
Local Competitions	2		
Volunteer Involvement	3	Passion for Football	1
Support from school Management	2		
Keeping certain pupils involved in school	1		
School yard soccer	1		
Improved Facilities	3	Investment	1
Support from Wife's and Girlfriends / Husbands and Boyfriends	3		
Schools Improving	1	Commitment of Teachers	2
Sense of Community > Belonging/ School Identity	1		
Social Development	1		
Pastoral Development	1		
Physical Development	1		

Appendix Two

2 (a) Consultation Workshops for Primary and Secondary Schools

<i>What Barriers/Issues may affect the success of Soccer?</i>		<i>Solutions to help the problem?</i>	
Support from Principle - Timetable - Schedule	4		
Support from Dept. of Education		FAI to Lobby	2
Lack of Structures	2		
Facilities	5	Create school - club links (help get grant aid)	2
Time spent by teachers	2	Payment	1
More support from other NGB - Competition - Equipment Funding	2	Link with FAI Sponsors- Purchase agreement	2
Dimensions 5 aside pitches or 7 a side	1	Use what schools have	1
Lack of Coaches coming into school	2	Funding for Part time coaches in schools (Like RDOs)	2
Participation numbers in schools are low	1	One day competitions (Futsal)	1
Release of Players	1	Agreement between SFAI/FAI schools	1
More education in teacher training /student teachers	1	Dedicated in-service courses	1
Profile of people involved (older)	2		
Lack of Referees	4	Targeted Training Programs for referees	
		Appoint Referee Co-ordinator Regionally	2
Transport/Equipment Logistics	4	Buntús for Secondary Schools	1
Tiredness of Players and Exam students	2	More Co-ordination between clubs and schools	3
Volunteers	3	Schools teams educated	
		Volunteer Education Courses to be targeted at schools	1
Lack of teacher involvement	3	Extra Bonus for teachers who take part in extra-curricular activities	
Buntús	3		
Single sex and girls schools	1	Education at teacher training colleges	2
Non Regularity of Soccer	1	Link with clubs, have more one day blitz'	2
Sponsorship/PR	1	FAI to link with and service FAI schools	1
Cost of Renting Pitches taking money away from coaches	4	Need to develop school club links	2
Competition from other sports	3	More support -> coaches going into schools	3

Appendix Two

2 (a) Consultation Workshops for Primary and Secondary Schools

How can the Secondary Schools Competitions structures be improved?

Raw Data Themes	Higher Order Theme	General Dimensions
Fixtures- Set day for National Finals (End of January)	Increase the number of competitions nationally and locally	
Have a "B" competition for smaller schools - National - All Ages		
Have a Futsal Competition	Introduce new competitions to existing structures	Develop current structures in place to increase participation
Organise locally accessible competitions		
Target schools not already competing	Increase number of schools competing	
Streamline competitions -> More Divisions		
More media coverage	Increase Media coverage from schools	
Inter-county competition		
Integrated league/schools day- > Special schools "Fun" day		

How can the Participation in Secondary Schools be increased?

Raw Data Themes	Higher Order Themes	General Dimensions
Male Dominated-> Need for more female teachers doing training course	1	
Target 1st Year students with small sided games	1	Better training for Teachers on FAI programmes and games
Implement Futsal and small sided games -> 1st year blitz (LACE and TY organised) -> Inter class competitions -> 3 v 3 tournaments	1	

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How can the Participation in Secondary Schools be increased?

Raw Data Themes	Higher Order Themes	General Dimensions
Inclusion of 2nd teams where more subs can be used		Improve overall structures of secondary schools soccer
Support from Leaving Cert. Applied and TY Courses	1	
FAI to provide template	1	Use media to promote schools soccer
Include schools section in FAI newsletter		
Increase profile to make it more attractive		
Workshop or Futsal pack for schools	1	Improve backing from Dept. of Ed
Resource for Schools (Buntus for Secondary schools)	1	
Dept. of Education to include Soccer in the P.E. Programme	1	
Allowances for people involved in extracurricular activities	1	Improve administration and Affiliation
Affiliation Fee too High	1	
Ease Insurance	1	
Educate students on report writing / web design / photography		
Different grades in competition		

How can the Primary School Competitions be Improved?

Raw Data Themes	Higher Order Themes	General Dimensions
Pitch size is too big for Ribena Competition	1	
Ribena 5 aside	1	
More spread of teams in A and B competition	3	Rule changes within the Ribena Competition
Get more teachers involved	3	Improvement of the Ribena Comp to increase its successfulness

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How can the Primary School Competitions be Improved?

Raw Data Themes	Higher Order Themes	General Dimensions
Rule change throw out instead of kick out	1	
Improve the football quality	2	
Present winners of Ribena at Lansdowne Road	1	More media coverage and acknowledgment of Ribena Competition
Skills award programme for schools	2	
11 aside game for 6th class students	1	
Blitz for league winners	3	
Increase Futsal awareness	5	
Regular small sided games for 1st years	1	
Play more localised football Competitions	3	Improvement of Facilities and Equipment used
Have regional Leagues	2	
Integrated Days (Mainstream/ Special schools)	1	
Quality Venues for finals	2	
Target schools not competing	1	
Increase media coverage	2	

How can school/club links improve soccer and Community Participation?

Raw Data Themes	Higher Order Themes	General Dimensions
Highlight Case Studies of Good Practice from Soccer/ Rugby/GAA	1	
Open communication between schools and clubs	1	Improve communication
Quid Pro Quo relationship -> Facility Access -> Joint Application for Grants -> Sports Hall for Pitch	1	Build better Relationships

How can school/club links improve soccer and Community Participation?

Raw Data Themes	Higher Order Themes	General Dimensions
Improve communication between school organisations and clubs and leagues	2 Increase the sharing of Facilities	
Highlight school competitions and increase promotion	1	
Links between Primary and Secondary schools -> Secondary School hosts open day for Primary Schools	1	
Role of National League Clubs -> Players visiting schools	1	
School Programme -> Transition Yr students look after club website	1	



Appendix Two

Appendix Two (b) FAI and FAI Schools Strategic Plan

This consultation took place in December with affiliated schools and non affiliated schools across the country

List any Issues/barrier you have within schools football. Any suggested solutions?

- Lack of Facilities/Equipment (30)
- Schools too far away/ costs are too high for travel (15)
- Loss of time and class time (14)
- Too many other sports being played in the school (13)
- Lack of Coaches/Manpower (12)
- Not given enough information on competition (11)
- No Competitions for smaller schools (8)
- Have competitions on more Local Levels (8)
- Lack of Referees and the poor standard (7)
- GAA and IRFU provide coaches FAI don't (7)
- Only Irish Games being played (5)
- Size of the school lack of pupil (4)
- Lack of Funding (4)
- Lack of County Leagues and Cups (4)
- Lack of resources (3)
- Lack of teachers with skill and interest (3)
- Organisation Too much to do (2)
- Lack of Competitions (2)
- No Incentives for Girls to play (2)
- We are an all girls school (2)
- Weather Conditions (2)
- None. Very pleased with the way it has been ran (2)
- None of the system is working for us (2)
- Lack of Structures (2)
- Other sports will suffer if we play soccer (1)
- Too many grades (1)

How can we make the existing competition structure better?

- Have local competitions (6)
- Layered Competition e.g. A,B,C levels (6)
- More Information/ Communication (5)
- Training sessions from professionals (5)
- One day competitions – would allow us to participate at an external level (4)
- Coaching courses for schools (4)
- Opportunity for students to go on trials (4)
- Have Competitions Specifically for smaller schools (4)
- Provide reliable referees (3)
- Employ full-time organisers to ensure smooth running of competition (3)
- Make funding more available for schools (3)
- More co-operation and communication with other sports so they don't clash times (3)
- More flexibility with fixture dates (1)
- Remove competition fee's for small schools (1)
- Remove Administration work for teachers (1)
- Better playing fields (1)
- Make equipment available (1)
- Make sure contact information is correct and up to date (1)
- Allow leeway with overage players in smaller schools e.g. six months (1)
- Ensure there is a club-school link to ensure everyone has a club (1)
- Have a development officer for Cavan area (1)
- More recognition for schools soccer in the local papers (1)
- Not aware of any school competitions (West Cork) (1)
- Local clubs get involved in running school teams and supervision during games (1)
- Have indoor competitions during the winter (1)
- Spread competitions over more days not just one day (1)

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Do you have any further suggestions or recommendations to help the strategic Plan?

- Would welcome coaching in the schools (14)
- Information on competitions available (6)
- Local blitz to go highlight soccer for teams to encourage participation (5)
- A Schools' Development office for different areas (5)
- Rugby bring in coaches and it works very well maybe FAI could do the same (4)
- Coaching courses for teachers (4)
- Link with clubs in the area (4)
- Incentives for teachers to take teams (tickets to games, training course, FAI Gear) (4)
- FAI Representative to go out to schools and talk to the teachers (3)
- Female only blitz (3)
- Funding to help schools trying to improve and promote soccer (3)
- Equipment given to schools (3)
- Subsidy for travel expenses and pitch rental (3)
- Better graded competitions (2)
- Day of finals in decent venue (1)
- Have a number of finals on the same day in the same venue (1)
- More localised competitions (1)
- Free gear and prizes for winning other than cup and medals (1)
- Improve facilities in local clubs to help school training (1)
- Visits from role models to encourage participation (1)
- More co-operation and communication with other sports so they don't clash times (1)
- Keep summer camps going (1)
- Work with the Dept of Education to provide suitable facilities (1)
- Make 2 teams from each category progress to the finals stage (1)
- Ensure the teams have more than one or two games a year (1)
- More coaching for children with special needs (1)



Appendix Three

Appendix Three - Player Development Pathway

A great deal of voluntary effort has been expended, over many decades, in the development of schools football in Ireland. This dedication and selflessness has helped to produce many outstanding individual players.

Players at all levels and ages need opportunities to fulfil their potential, and enjoy the game as much as possible. At present Irish players, compared to their European counterparts, are not afforded sufficient opportunities to attain a level of preparation, training, competition and required lifestyle which will challenge and motivate them to further improvement and career advancement.

The pace of modern day life in Ireland has increased dramatically in the last 10 years and because of this more emphasis needs to be placed on the mental, personal and lifestyle elements of a player's development. From a football perspective, more attention needs to be paid to the technical, tactical and physical development of players.

Younger players need to be provided with the opportunity to develop their skills and decision making in both practice and competition situations. Specific game formats should be adopted for the different age groups and the right balance between practice and competition achieved. The age profile of some schools is unbalanced and overtly competitive at too early a stage in player's development.

Research has shown that the long-term development of players is a process that can take ten years or more and the programmes and structures of the FAI must recognise the requirements and phases of this process.

In the recently published consultation paper "Building Pathways in Irish Sport" the National Coaching and Training Centre stated;

"Scientific research has concluded that it takes eight to twelve years of training for a player / athlete to reach elite levels. This is called the ten year rule or 10,000 hour rule, which translates to slightly more than three hours practice daily for ten years. Unfortunately, parents and coaches in many sports still approach training with an attitude best characterised as "peaking by Friday", where a short term approach is taken to training and performance with an over emphasis on immediate results. We now know that a long-term commitment to practice and training is required to produce elite players / athletes in all sports.

A specific and well Planned practice, training, competition and recovery regime will ensure optimum development throughout a player / athlete's career. Ultimately, sustained success comes from training and performing well over the long term rather than winning in the short term. There is no shortcut to success in athletic preparation. Rushing competition will always result in shortcomings in physical, technical, tactical, mental, personal and lifestyle capacities".

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Based on this framework, fun, fundamental motor skills and football specific skill development should be strongly emphasised at an early age. Competition for younger children needs to be balanced with the need to develop skills. At present in Ireland there is an overemphasis on competition to the detriment of opportunities to practice. If younger players are to develop their skills and decision making, they need to be exposed to enjoyable practices to develop their capacities on a regular basis. There is a need to review existing competition structures to ensure that the right balance is achieved between training and competition at the different age groups.

The FAI in consultation with the NCTC and international player / athlete development expert Dr. Istvan Balyi have developed a six phase model of long term player development (see figure 3). The main elements of these phases are presented below in a modified form;

Phase 1 - The FUNdamental Phase

Age: Males 6 to 9 years / Females 6 to 8 years

The main objective of this phase is to learn all the fundamental movement skills using a well-structured, positive and fun approach. Soccer skills should be introduced, with an emphasis on fun, skill development and small sided games. Appropriate and correct running, jumping and throwing techniques are taught using the ABC's of athletics. Participation in as many sports as possible is encouraged. The development of these fundamental movement skills will contribute significantly to future at achievements.

Phase 2 - The Learning to Train Phase

Age: Males 9 to 12 years / Females 8 to 11 years

The main objective of this phase is to learn the specific soccer skills in conjunction with FUNdamental skills from a range of other sports. These skills form the cornerstone of all player development. An emphasis on technical development should be a key part of this phase, with the 7 v 7 game being introduced, progressing to 9 v 9.

Phase 3 - The Training to Train Phase

Age: Males 12 to 16 Years / Females 11 to 15 Years

The main objective of this phase is to consolidate basic soccer skills, introduce the basic elements of tactics and to address the two critical periods of physical development namely the aerobic base and strength of players. It should be noted that both aerobic and strength trainability is dependent on maturation levels and not solely chronological age.

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Phase 4 - The Training to Compete Phase

Age: Males 16 to 18 Years / Females 15 to 17 Years

The main objective of this phase is to optimise fitness preparation and soccer, individual and position-specific skills as well as performance. More advanced tactical elements of the game are introduced. During this phase, high intensity individual, and position-specific training is provided to players. Soccer specific skills are performed under a variety of competitive conditions during training. Special emphasis is placed on optimum preparation by modelling training and competition.

Phase 5 - The Training to Win Phase

Age: Males 18 yrs and older / Females 17 yrs and older

This final phase of player preparation aims to maximise fitness preparation and soccer, individual and position-specific skills as well as performance. All of the player's capacities are now fully established and players are trained to peak for major competitions. Training is characterised by high intensity and relatively high volume with frequent periods of rest.

Phase 6 - The Retainment Phase

This phase refers to the activities performed after a player has retired from competition permanently. The aim of this phase is to retain players for coaching, sport administration, officiating or recreational participation in the game. For semi professional and professional players this phase will include career Planning and transition

Appendix 4 outlines in draft form the key capacities to be developed at each phase of the development of the player. It is envisaged that these capacities will be subject to final review by national and international experts before their adoption and publication. This model will form the basis of a comprehensive Player Development Manual.



Appendix Three

APPENDIX 3 SOCCER PATHWAY - STATEMENT OF PLAYER CAPACITIES					
FUNDAMENTAL	LEARNING TO TRAIN	TRAINING TO TRAIN	TRAINING TO COMPETE	TRAINING TO WIN	RETIREMENT/RETENTION
Males 6-8/Females 6-8 years	Males 9-12/Females 8-11 years	Males 12-16/Females 11-15 years	Males 16-18/Females 15-17 years	Males ≥ 18 years/Females ≥ 17 years	Males 6-9/Females 6-8 years
<p>AIM: Learn all fundamental movement skills using a well-structured, positive and fun approach</p> <p>TECHNICAL</p> <ul style="list-style-type: none"> • Basic motor skills: proper running, jumping and throwing technique • Modified skills of different sports • Knowledge of the basics of equipment • Use of appropriate footwear and clothing • Introduction to basic soccer skills with the ball. 	<p>AIM: Learn all fundamental sports skills</p> <p>TECHNICAL</p> <ul style="list-style-type: none"> • Fundamental Skills progressively refined, combined & elaborated upon to more sport specific skills • Willingness and knowledge of how to practise skills • Soccer specific skills: dribbling, shooting, passing, controlling • Combination of skills in game related activities 	<p>AIM: Consolidate basic soccer skills, introduce basic elements of tactics and build aerobic base and strength</p> <p>TECHNICAL</p> <ul style="list-style-type: none"> • Individualisation of skills training to address strengths and weaknesses • Consistency in performing skills/techniques: passing, dribbling, controlling • Perform skills under competitive conditions • Develop techniques through tactical links • Positional awareness in relation to ball and opposition • Passing/Possession, higher levels of ball control • 1v1 dribbling technique 	<p>AIM: Optimise fitness preparation and soccer, individual- and position-specific skills as well as performance.</p> <p>TECHNICAL</p> <ul style="list-style-type: none"> • Proficiency in basic soccer skills • Soccer-specific technical and playing skills under competitive conditions and at high intensity • Individualisation of skills: 'personal style' • Consistency and control • Competition-simulation training 	<p>AIM: Maximise fitness preparation and soccer, individual- and position-specific skills as well as performance</p> <p>TECHNICAL</p> <ul style="list-style-type: none"> • Complete refinement of soccer specific skills • Event-/competition-specific training skills are automatic/second nature • Ability to improvise with skills • Further development and refinement of soccer specific skills • 'Automatic' and consistent performance of soccer specific skills 	<p>AIM: Enjoy a healthy, active lifestyle and retain players for coaching, sport administration, officiating or any other sport-related career</p> <p>TECHNICAL</p> <ul style="list-style-type: none"> • Retain skills and apply in a recreational context

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TACTICAL	TACTICAL	TACTICAL	TACTICAL	TACTICAL
<ul style="list-style-type: none"> • Basic motor skills: proper running, jumping and throwing technique • Modified skills of different sports • Knowledge of the basics of equipment • Use of appropriate footwear and clothing • Introduction to basic soccer skills with the ball. 	<ul style="list-style-type: none"> • Play modified and small-sided games • Implement key game principles • Play SSG: 9v9, 7v7, 5v5, 3v5 etc (spatial awareness: pass and move) • Implement defence and attack principles in SSG • Introduction to positional awareness in a variety of positions • Perform basic set pieces e.g. foul throw, free kicks • Know rules in relation to free kicks and offside 	<ul style="list-style-type: none"> • Undergo the early stages of tactical preparation • Implement basic team shape principles and positions: team support, showing for the ball, movement off the ball, timing of runs and angles of receiving: 'Show-Pass-Control' • Play effectively in SSG: 4v4, 5v5, 6v6, 7v7 games (in training) • Play the full 11v11 game • Implement more advanced concepts of attack/defence • Play in different positions • Understand the rules of the game • Use of space/run into space effectively • Read and understand the game • Display an awareness of opposition • Implement concepts of width and depth 	<ul style="list-style-type: none"> • More advanced team play and principles in the full game • Carry out effective set-piece play • Implement different attacking styles • Individual specific role within team • Awareness of new styles/systems/plays • Develop a winning mentality and implement 'winning tactics' • Ability to link to players/units of team movement on/off the ball • Play in 11v11 format • Develop individual strengths within confines of team style • Ability to read the game • Awareness of opponent's tactics, strengths and weaknesses • Event- and position-specific tactical preparation • Principles of attack and defence • Ability to Plan and assess competition • Adaptation to different situations • Observe and adapt to opponents • Detailed systems of play: strategies • Clarity of team shape and role within the team • Ability to deal with tactical problems • Awareness of variations in systems/styles • Reading the game (SWOT analysis) • Plan and assess competition and prioritise • Playing training game: working in SSG up to 11v11 	<ul style="list-style-type: none"> • Retain skills and apply in a recreational context

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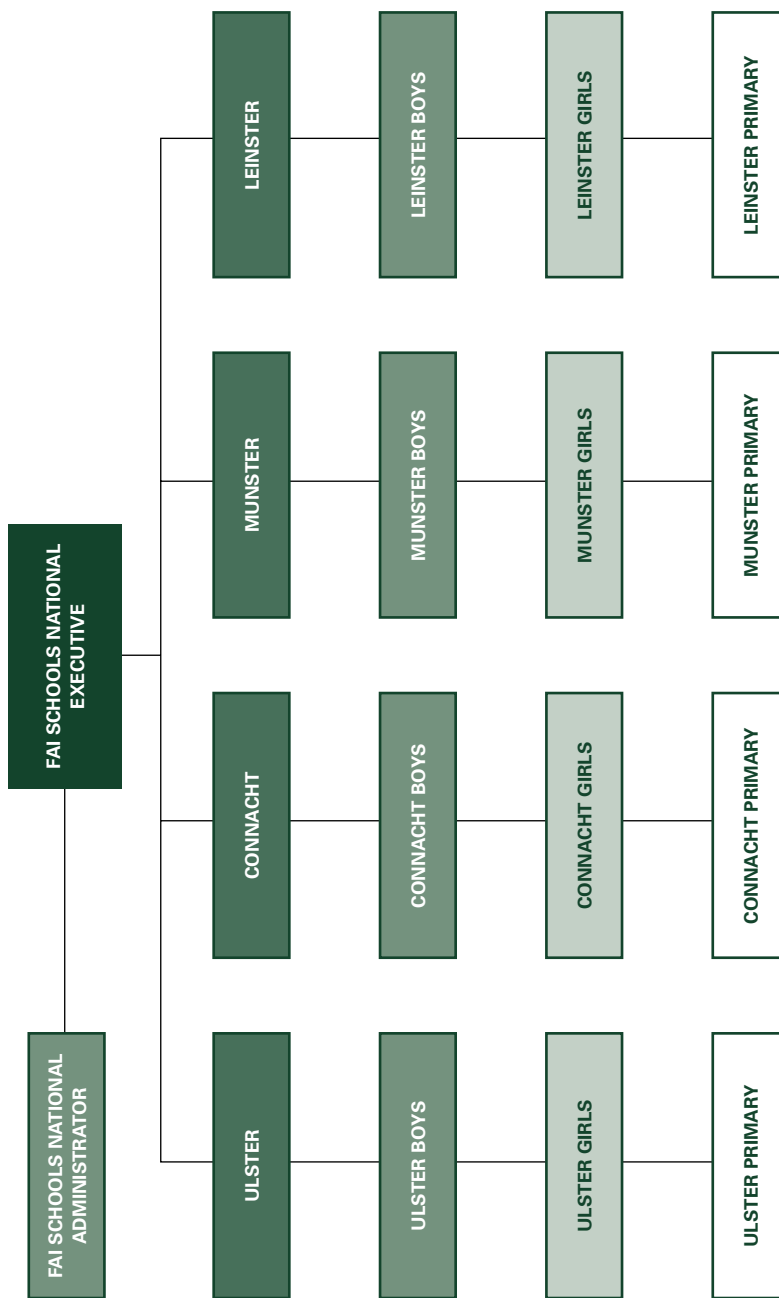
<p>PHYSICAL</p> <ul style="list-style-type: none"> • General overall development and mobility • Running, jumping, throwing • Agility, Balance, Co-ordination, Speed (ABCs) • Develop speed, power and endurance through FUN games • Develop linear, lateral and multi-directional speed • Medicine ball, Swiss ball and own-body exercises for strength • Basic body awareness - Stage 1 • Flexibility/Mobility 	<p>PHYSICAL</p> <ul style="list-style-type: none"> • Continue to develop ABCs • Continue to develop speed, power and endurance through fun games • Medicine ball, Swiss ball and own-body exercises for strength as well as hopping-bounding exercises • Basic flexibility exercises • Warm-up and stretching • Basic body awareness - Stage 2 • Shoulder, elbow, core, spine and ankle stability 	<p>PHYSICAL</p> <ul style="list-style-type: none"> • Emphasis on general and balanced physical conditioning • Aerobic training prioritised after the onset of Peak Height Velocity (PHV) • Strength training prioritised in females after PHV and with the onset of menarche • Strength training prioritised in males 12-18 months after PHV • Shoulder, elbow, core, spine and ankle stability • Flexibility training • Frequent musculoskeletal evaluations during PHV • Good body posture • Soccer specific physical conditioning e.g. stamina, speed, strength, suppleness, skill • Knows how to train different components of fitness 	<p>PHYSICAL</p> <ul style="list-style-type: none"> • Soccer-, position- and individual-specific intensive physical conditioning • Shoulder, elbow, core, spine and ankle stability • Optimum preparation: tapering and peaking • Individualisation of physical capacities to address strengths and weaknesses • Dealing with environmental influence 	<p>PHYSICAL</p> <ul style="list-style-type: none"> • Maintenance and possible improvement of physical capacities with a view to maximising performance • Shoulder, elbow, core, spine and ankle stability • All physical fitness aspects individualised • Frequent prophylactic (preventative) breaks • Maintenance and possible improvement of physical capacities 	<p>PHYSICAL</p> <ul style="list-style-type: none"> • Keep active through soccer participation • Endurance training • Strength training • Flexibility training
<p>MENTAL</p> <ul style="list-style-type: none"> • Positive attitude to sport • Confidence • Concentration • Achieve success and receive positive reinforcement • Enjoy the game • Be part of the group 	<p>MENTAL</p> <ul style="list-style-type: none"> • Introduction to mental preparation • Understanding of the role of practice • Perseverance • Confidence • Concentration • Achieve success and receive positive reinforcement • Goal setting (short term) 	<p>MENTAL</p> <ul style="list-style-type: none"> • Goal setting (short and medium term) • Imagery (practicing and improving technique and self-confidence) • Relaxation (deep breathing) • Patience and control • Continued positive reinforcement • Basic anxiety control • Focusing, self-talk and verbal cues • Balanced and winning mentality 	<p>MENTAL</p> <ul style="list-style-type: none"> • Individualisation of Personal responsibility and involvement in decision-making • Focus and thought control - self-talk/verbal cues (dealing with distractions and negative thoughts) • Goal setting (long term) • Performance routines and pre-competition preparation • Imagery (competition, different situations/problems, practising strategies) • Anxiety control and relaxation (Progressive Muscle Relaxation, hypnosis) • Performance routines and pre-competition preparation • Basic re-focusing 	<p>MENTAL</p> <ul style="list-style-type: none"> • Independent decision-making • Capable of teamwork and taking advice • Well-developed, refined and individualised mental skills and routines • Refocusing Plans/coping strategies • Will to win/drive • Concentration/focus • Full range of mental skills (4 C's) 	<p>MENTAL</p> <ul style="list-style-type: none"> • Relaxation • Readjustment to non-competitive environment • Ability to handle pressure/stress

Appendix Three

<p>LIFESTYLE</p> <ul style="list-style-type: none"> • Involvement in multi-sports • Learn aspects of safety in relation to the game 	<p>LIFESTYLE</p> <ul style="list-style-type: none"> • Involvement in multi-sports • Inclusion of sport in lifestyle • Participation in complementary sports 	<p>LIFESTYLE</p> <ul style="list-style-type: none"> • Employ correct nutrition/hydration practices • Training and performance diary/log • Time management • Introduction to Planning and periodisation • Rest and recovery • Balance playing with social and school • Dealing with social problems e.g. alcohol culture, peer pressure, school, jobs etc • Prepare for transition if going to UK 	<p>LIFESTYLE</p> <ul style="list-style-type: none"> • Individualisation of ancillary supports • Refined self-monitoring • Plan career/sport options • Increased knowledge on hydration and nutrition • Preparation for different environments e.g. heat/cold/rain/altitude • Injury prevention and recovery • Understand Planning and periodisation • Develop a support network • Awareness of scholarships and compensation schemes 	<p>LIFESTYLE</p> <ul style="list-style-type: none"> • Increased knowledge on all areas • Rest and relaxation. Frequent breaks • Well developed self-monitoring • Well developed and integrated support network/structure • Career/sport Planning sustained • Increased knowledge on all areas • Rest and relaxation. Frequent breaks • Well developed self-monitoring • Well developed and integrated support network/structure • Career/sport Planning sustained 	<p>LIFESTYLE</p> <ul style="list-style-type: none"> • Pursue personal and family goals more strongly • Pursue further education/career development • Possible engagement in administration, coaching, media/PR • Seek transition support, if required
<p>PERSONAL</p> <ul style="list-style-type: none"> • Enjoyment/Fun • Fair Play • Positive Attitude • Teamwork/Interaction skills • Self esteem/confidence 	<p>PERSONAL</p> <ul style="list-style-type: none"> • Understand the changes puberty will bring • Accept discipline and structure • Understand the relationship between effort and outcome • Teamwork/interaction skills • Parental support • Motivation to participate 	<p>PERSONAL</p> <ul style="list-style-type: none"> • Interpersonal skills and learning to work in team environment • Positive communication • Discipline and personal responsibility • Awareness of Peak Height Velocity and windows of trainability • Creative thinking • Commitment to improve/achieve goals • Personal responsibility 	<p>PERSONAL</p> <ul style="list-style-type: none"> • Continued personal development • Integration of soccer, career and life goals • Economic and independence issues addressed 	<p>PERSONAL</p> <ul style="list-style-type: none"> • Full integration of soccer, career and life goals 	<p>PERSONAL</p> <ul style="list-style-type: none"> • Reset goals

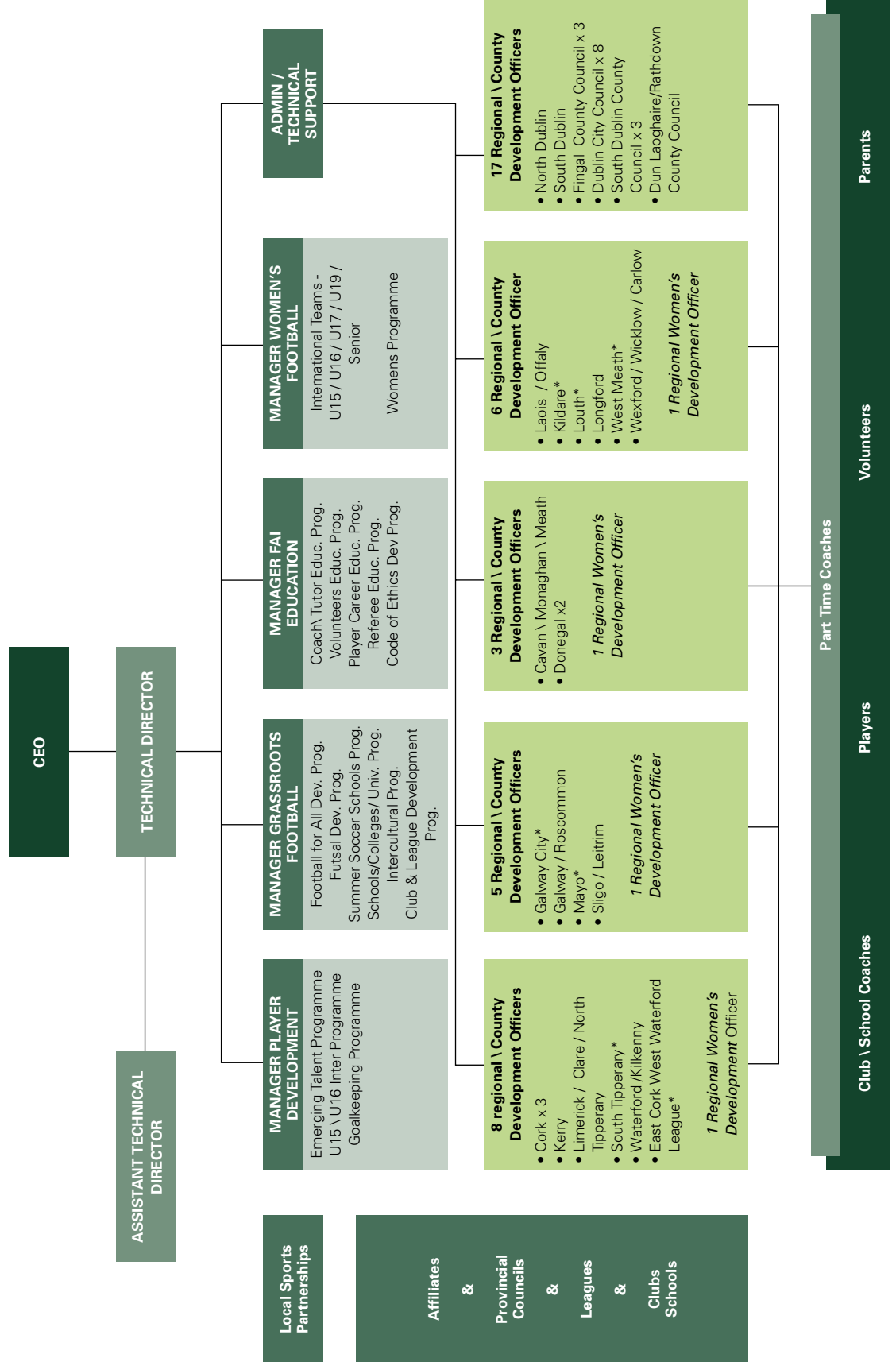
Appendix Four

Appendix 4 - FAI Schools Structure



Appendix 5

Appendix 5 - FAI Technical Department Structure (June 2007)



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