



Club Development

Football Association of Finland

29.9.2010, Henri Alho



FAF Strategy : 5 Choices for 2010-13

Good Governance

TOP/Elite football

Grassroots



Customers

Development
of Knowledge



FAF Strategy Grassroots: 5 Choices for 2010-13

Youth Development

Facilities



Recreational
football for adults

District development

Club Development



FootPass Audit

- Footpass Audit System is developed in Belgium
- FA of Germany and FA of Belgium are using Footpass audit system
- Finland began its two projects in 2003, first audits were done in 2005
- In the end of June 2010 - 1 round audit of 85, 2nd round, 20
- In the 2010 Finnish FA will launch new tutoring-process which integrate audit system as a part of the club development process (Footpass – process)



FootPass Audit

- Benefits for FA and clubs
 - information about club's actions / situations / needs (FA)
 - way to collect good practises for distribution (FA)
 - information to develop own actions and services for clubs (FA)
 - evaluation of current practices (Club)
 - management and development tool (Club)
 - base for leadership and planning (Club)
 - In the end of May 2010 - 1 round audit of 85, 2nd round, 18



FootPass Audit

Audit process:

1. Pre audit:

- Collection of material in the clubs
- Information sent to auditors
- auditors give a pre audit score and prepare questions for the audit day

2. Audit at the club

- 6-8 hrs , interviews of different groups by auditor and representative of FA Regional office

3. Post audit

- written and numerical report
- post audit meeting and formulation of development plan
- support by districts, courses, seminars, best practices



FootPass Audit

FootPass – audit

Organiz ation	Strategic manage ment	Recruitm ent	Sport Develop ment	Support activitie s	Facilities	Internal External Commun ication	HR manageme nt
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Development Targets

Activity	Time table	Person in charge	Indicator
1:			
2:			
3:			

- Analysis of the organization chart of the club
- Is there a connection between the youth section and the first team organizations
- Are job responsibilities and tasks well defined.



FootPass Audit

FootPass – audit

Organiz ation	Strategic manage ment	Recruitm ent	Sport Develop ment	Support activitie s	Facilities	Internal External Commun ication	HR manageme nt
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Development Targets

Activity	Time table	Person in charge	Indicator
1:			
2:			
3:			

- mission statement
- vision statement
- SWOT-analyses or other assessment
- long and short term plans
- financial plans and guidelines



FootPass Audit

FootPass – audit

Organiz ation	Strategic manage ment	Recruitm ent	Sport Develop ment	Support activitie s	Facilities	Internal External Commun ication	HR manageme nt
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Development Targets

Activity	Time table	Person in charge	Indicator
1:			
2:			
3:			

- recruitment plan (content, objectives)
- scouting process (organization, system) inside and outside of the club
- talent identification system, -criteria, and reporting process



FootPass Audit

FootPass – audit

Organiz ation	Strategic manage ment	Recruitm ent	Sport Develop ment 1	Support activitie s	Facilities	Internal External Commun ication	HR manageme nt
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Development Targets

Activity	Time table	Person in charge	Indicator
1:			
2:			
3:			

- player development plan for the club
- player development plan for each age groups
- season plan for each team
- planning of training sessions and matches
- individual development plan for players



FootPass Audit

FootPass – audit

Organiz ation	Strategic manage ment	Recruitm ent	Sport Develop ment 2	Support activitie s	Facilities	Internal External Commun ication	HR manageme nt
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Development Targets

Activity	Time table	Person in charge	Indicator
1:			
2:			
3:			

- experience and education levels of coaching staff
- head of youth development, youth development officer (full-/part time, tasks, job description)
- goalkeeper coaches, fitness / conduction coaches (tasks, job description)
- head coaches of each team and age group (men,ladies, boys and girls)



FootPass Audit

FootPass – audit

Organiz ation	Strategic manage ment	Recruitm ent	Sport Develop ment	Support activitie s	Facilities	Internal External Commun ication	HR manageme nt
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Development Targets

Activity	Time table	Person in charge	Indicator
1:			
2:			
3:			

- medical support (plan, anti-doping, injury prevention, treatment procedure of injuries, first aid plans, medical screening of the players)
- school education and social support (plan, appointed support personnel)
- clubs social and ethical commitment and policies



FootPass Audit

FootPass – audit

Organiz ation	Strategic manage ment	Recruitm ent	Sport Develop ment	Support activitie s	Facilities	Internal External Commun ication	HR manageme nt
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Development Targets

Activity	Time table	Person in charge	Indicator
1:			
2:			
3:			

- club office (location, facilities etc.)
- club actions in developing its training facilities
- training opportunities in indoor facilities per each team
- environmental plan



FootPass Audit

FootPass – audit

Organiz ation	Strategic manage ment	Recruitm ent	Sport Develop ment	Support activitie s	Facilities	Internal External Commun ication	HR manageme nt
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Development Targets

Activity	Time table	Person in charge	Indicator
1:			
2:			
3:			

- internal and external communication plans (“crisis plan ” with tasks and time tables)
- club website, info brochure, club magazine
- head of communication (tasks and responsibilities)
- actions between coaches and parents/players when entering the club, during player career, when leaving the club
- marketing communication (sponsors, partners and other interest groups)



FootPass Audit

FootPass – audit

Organiz ation	Strategic manage ment	Recruitm ent	Sport Develop ment	Support activitie s	Facilities	Internal External Commun ication	HR manageme nt
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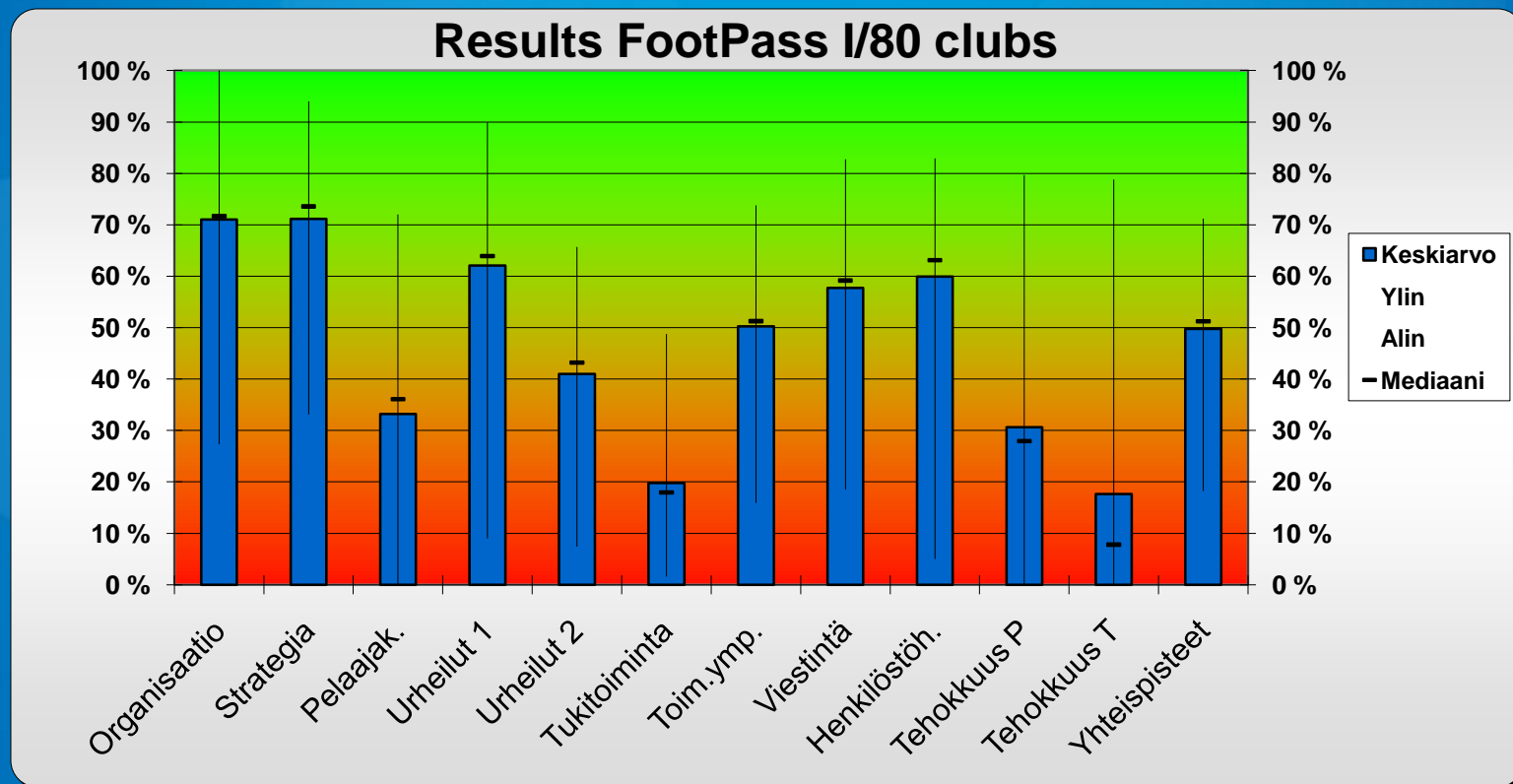
Development Targets

Activity	Time table	Person in charge	Indicator
1:			
2:			
3:			

- job descriptions of the coaching and youth team staff
- recruitment process of club and team personnel
- staff training
- performance appraisals /awards
- contracts and staff insurances



Strategy and objectives in Grassroots football



Organisation,
Strategy,
Scouting,

Player development,
Coaches ,
Support activities,

HR management ,

Communication,
Facilities ,

Total scores,
Effectiveness (boys and girls)



From Auditing to Tutoring



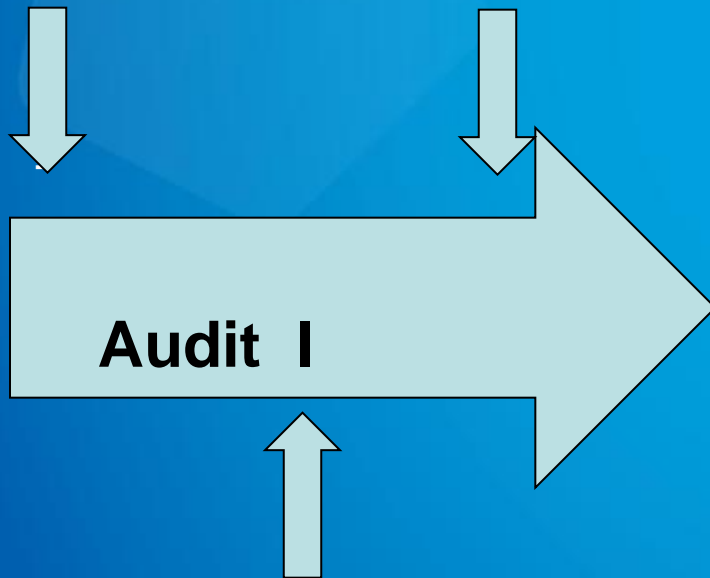


FootPass – Tutoring

Audit 1. ----->

1. Collecting Documents

3. Development Plan

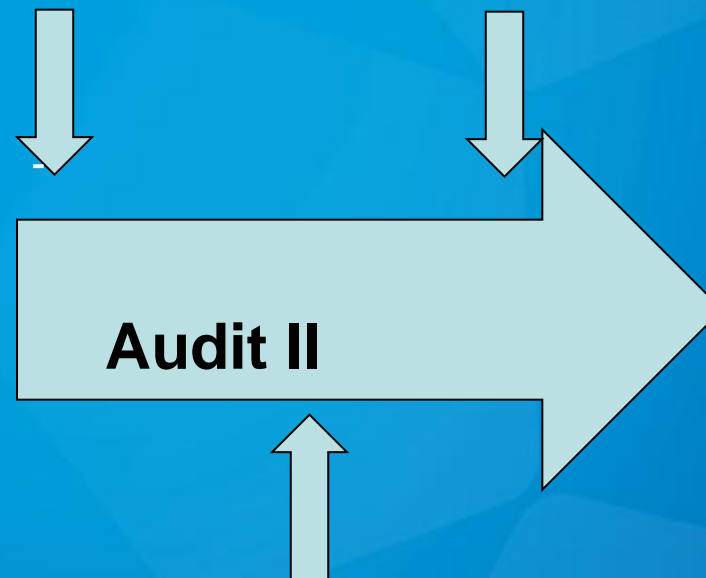


2.feedback

Audit 2. ----->

1. Collecting Documents

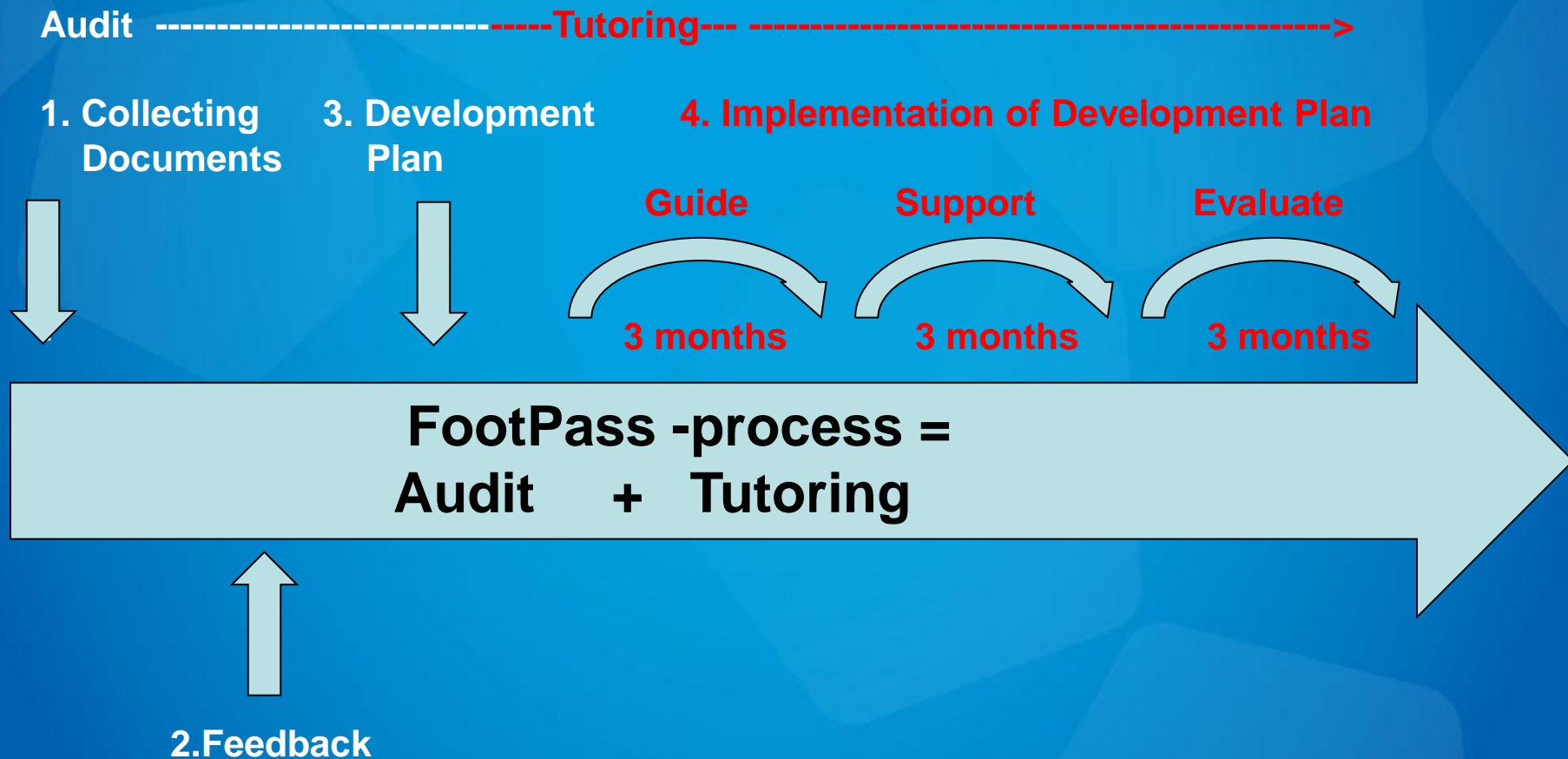
3. New development plan



2. feedback



FootPass – Tutoring





FootPass – Tutoring

What is FootPass – Tutoring

- A tutor provides expertise, supporting, encouragement and evaluation within development plan context (special focus on Good Governance) (They do not provide "answers," but rather assist in problem solving, in getting answer)
- Footpass –tutoring is individual process, where tutor is focusing only on one club at the time - > productiveness is the main target
- Tutors will be recruited partly from persons in FA and regional offices (this is part of the strategy to get employees from FA and Regional offices to work closer with clubs)
- Footpass tutor – course and pilot-process starts in fall of 2010, funded 70-80 % by Finnish Regional Government , training will be carried out with JTO School of Management (Leading management and school in Finland)



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Good Governance

TOP/Elite football

Grassroots



Customers

Development
of Knowledge



Tutoring and Good Governance

Beside a clubs development plan, a tutor will also keep special focus on implementation of Good Governance





Footpass – tutoring and Good Governance

Good Governance

(transparency, democracy, responsibility, stakeholders, effectiveness)



Footpass – tutoring and Good Governance

Good Governance

(transparency, democracy, responsibility, stakeholders, effectiveness)



Finnish Law:

- Non -profit
- Administration
- Personnel
- Economy
- Bookkeeping
- Funding and tax
- Wages

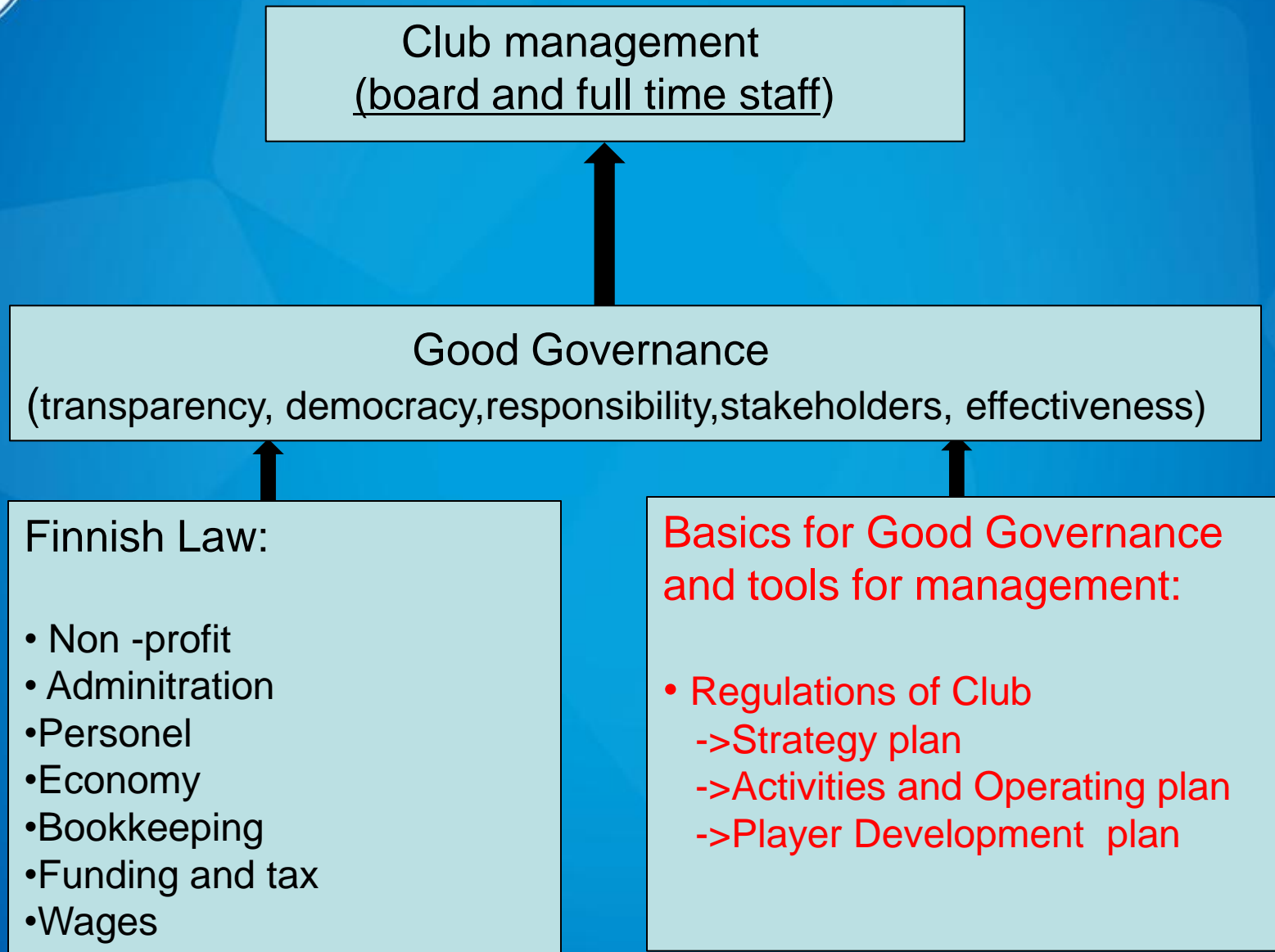


Footpass – tutoring and Good Governance



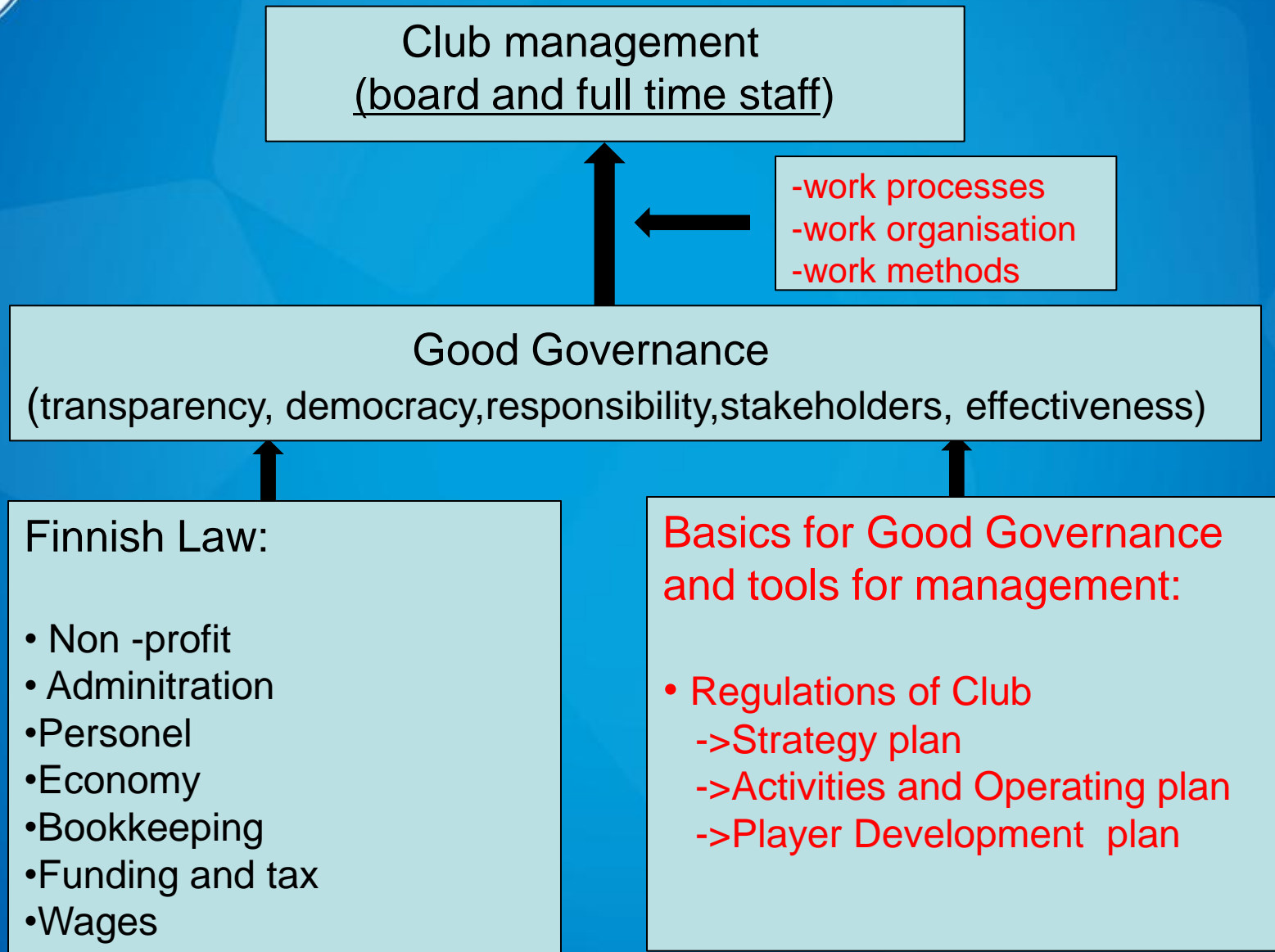


Footpass – tutoring and Good Governance



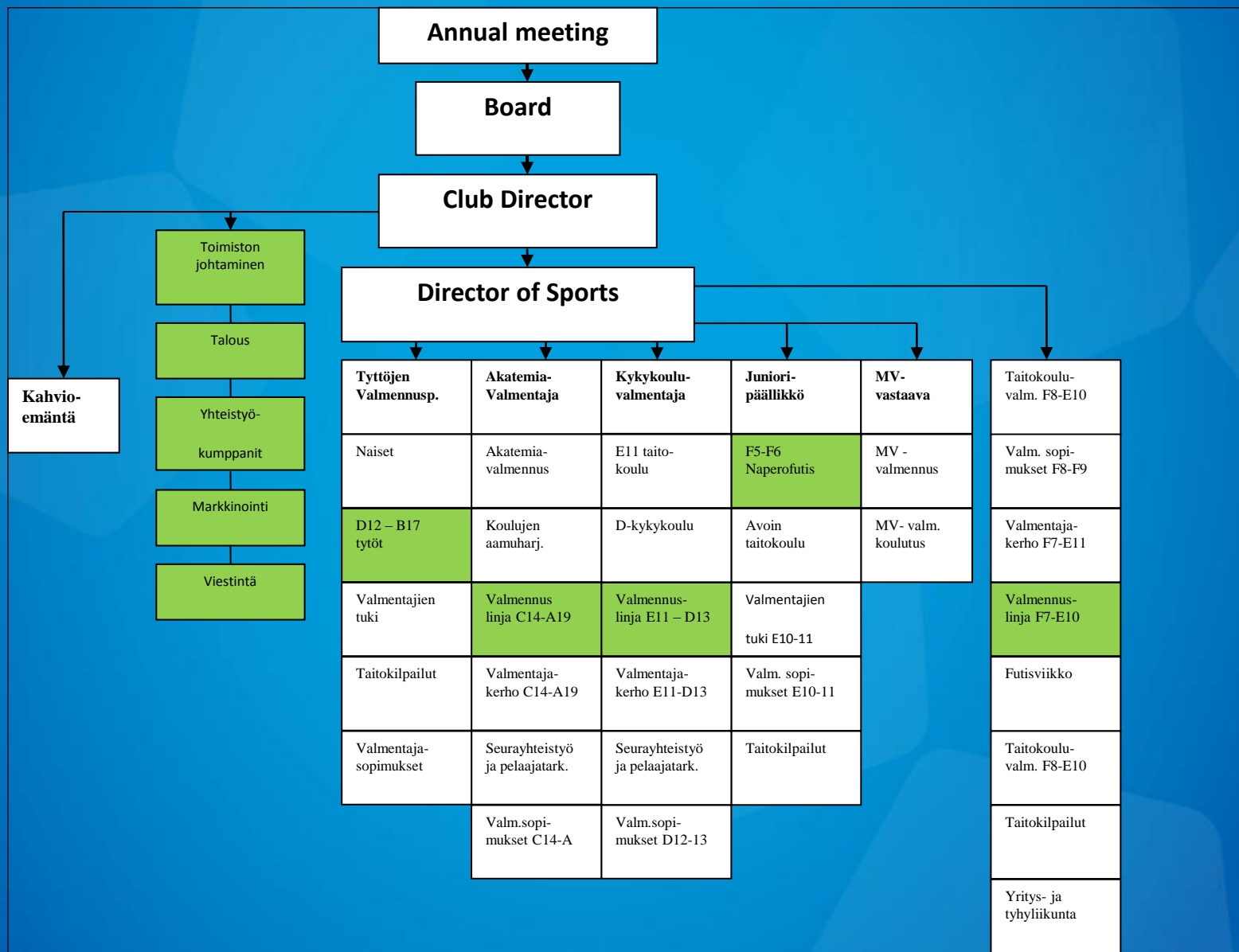


Footpass – tutoring and Good Governance





Organizational chart of grassroots club





Footpass – tutoring and Good Governance

Transparency, Democracy, Responsibility and Stakeholders representation, Effectiveness

Good Governance of football clubs is partly based on Law and partly good operative practise

Good Governance of football club is based on the clubs regulations. Every official plan (Strategy plan , Activity plan, Player deveopment plan etc.) must be in same context of clubs regulations.



Implementation of Good Governance

Board
members

Good Governance (footpass tutoring)

Full time staff
(Chief executives)

Good Governance (footpass tutoring)

Team administrators
(Teams)

Good G.(part of the basic courses)



Club Development project "Wellness and knowledge through Sports"



Euroopan unioni
Euroopan sosiaalirahasto



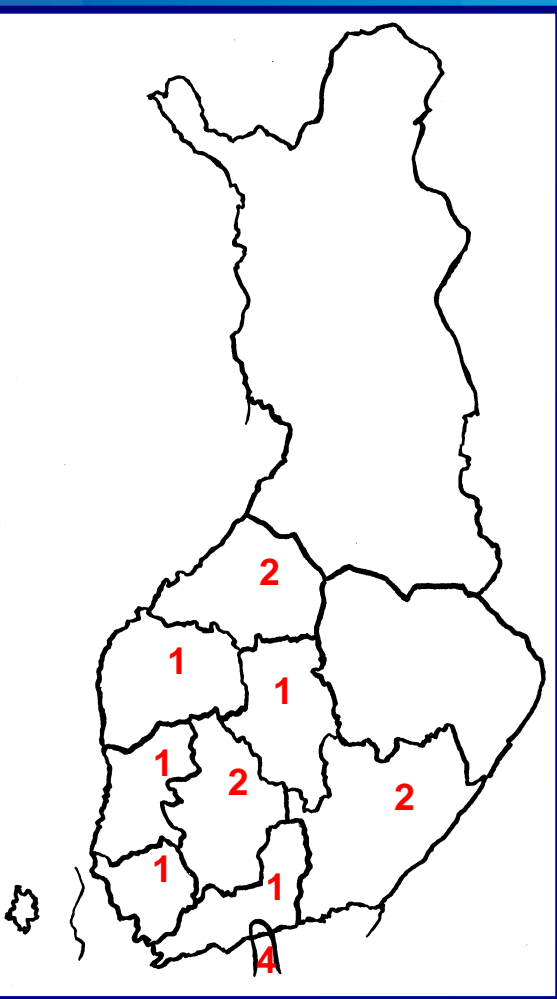
Wellness and knowledge through Sports -project



- Project is partly funded by European Social Fund (ESF)
The European Social Fund (ESF) was set up to improve employment opportunities in the European Union and so help raise standards of living.
- The goal of the project is to develop new corporate fitness and wellness products **to increase football clubs revenue.**
- There is a demand in Finnish workplaces for this kind of services.
- Football clubs work together with local companies (some also with social sector of cities and communities) to develop such a products.
- Football clubs has recruited in all 15 full time employees. Salary expenses will be funded partly by the project



Wellness and knowledge through Sports -project



- Beside the project , employees will pass an exam in Vocational Qualification In Sports in Vierumäki Sports Institute.
- Finish Football Association is responsible of administration, education and project support to the clubs and their project employees.
- Short term results : 10 to12 project employees will carry on in the club after this project in a full time basis. 10 club has already decided to keep offer this kind of services to their company partners after this project.
- Project started in July of 2008 and will run to the end of the 2010.



Thank You