



SETTORE
GIOVANILE E
SCOLASTICO

EVOLUZIONE DEL SISTEMA DI LICENZE DI SETTORE GIOVANILE

SVILUPPO CLUB SETTORE GIOVANILE



**Programma
Sviluppo
Territoriale**

**Licenze
Settore
Giovanile**

**Licenze
Nazionali**

**Licenze
UEFA**



SISTEMA DI QUALITA' DEI CLUB DI SETTORE GIOVANILE



REQUISITI TECNICI ED ORGANIZZATIVI:

- Tesseramento Tecnici Qualificati
 - Tesseramento Calciatori/Calciatrici
 - Rapporto Allenatore/Calciatori/trici
 - Partecipazione in Attività ufficiale
 - Programma di Informazione
 - Indirizzi Tecnici
 - Medico di riferimento
 - **TUTELA MINORI**
- **SVILUPPO PROGETTI QUALIFICANTI**
 - PROGRAMMA AST
 - CONVENZIONE CON ISTITUTO SCOLASTICO
 - CALCIO INTEGRATO
 - SVILUPPO ATTIVITA' FEMMINILE
 - PROGETTO CALCIO A 5
 - PROGETTO EDUCATIVO CON PSICOLOGO
 - PROGETTO SOCIO-EDUCATIVO

LIVELLO DI QUALITA' CLUB GIOVANILI



SISTEMA
LICENZE
UEFA

SISTEMA
LICENZE
NAZIONALI

SISTEMA
LICENZE
GIOVANILI



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NUMERO ELEVATO DI SOCIETA' SENZA CRITERI DI QUALITA'
(ES. ALLENATORI QUALIFICATI – PROGRAMMI FORMATIVI ETC.)

ANALISI DEL SISTEMA ATTUALE

- **Valutazione degli obiettivi formativi e della qualità dell'ambiente di apprendimento:**

l'obiettivo primario di valutare la qualità dell'ambiente calcistico e garantire uno spazio sicuro e inclusivo in cui tutti i bambini/ragazzi possano giocare è un eccellente punto di partenza per il sistema di accreditamento.

PUNTI DI FORZA

ANALISI DEL SISTEMA ATTUALE

➤ **Enfasi su Benessere e Child-safeguarding:**

il sistema attuale di accreditamento attribuisce notevole importanza alla tutela dei minori. Ciò garantisce che i club diano priorità alla sicurezza e al benessere dei giovani giocatori, creando un ambiente sicuro per il loro sviluppo e la loro partecipazione.

PUNTI DI FORZA

ANALISI DEL SISTEMA ATTUALE

- **Format inclusivi e adeguati all'età evolutiva nell'attività di base:**

Questo approccio consente ai bambini di avere continuità di partecipazione nelle società del territorio, favorendo il loro sviluppo.

Viene evitata l'introduzione precoce di format adulti, beneficiando di ambienti favorevoli che consentano loro di sviluppare capacità e passione prima di passare alle competizioni di livello superiore.

PUNTI DI FORZA

ANALISI DEL SISTEMA ATTUALE

- Meccanismi promozionali per raggiungere il livello successivo
- Coinvolgimento degli stakeholders societari
- Incentivazione ad investire
- Metriche e criteri maggiormente oggettivi
- Valutazione dei parametri di prestazione
- Differenziazione di criteri e aspettative
- Mancanza di benchmarking internazionale
- Software di gestione centralizzata

**OPPORTUNITA' – AREE
DI MIGLIORAMENTO**

EVOLUZIONE DEL SISTEMA DI ACCREDITAMENTO DEI CLUB DI
SETTORE GIOVANILE

AREE DI MIGLIORAMENTO

L'attuale sistema di accreditamento non riesce a **sfidare i club a evolversi** e raggiungere standard più elevati, in particolare una volta raggiunto il livello 3.

È necessario **introdurre misure che stimolino il miglioramento continuo** e incentivano i club a superare i loro risultati attuali.



EVOLUZIONE DEL SISTEMA DI ACCREDITAMENTO DEI CLUB DI
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AREE DI MIGLIORAMENTO

E' fondamentale sviluppare un quadro completo che includa **riconoscimenti e benefici tangibili per i club accreditati**, motivando a perseguire attivamente e mantenere l'accREDITamento a lungo termine.

Introdurre un **nuovo approccio più allargato** durante tutto il processo di accREDITamento sollecitando attivamente feedback e **approfondimenti da parte di tutti i soggetti societari**



EVOLUZIONE DEL SISTEMA DI ACCREDITAMENTO DEI CLUB DI
SETTORE GIOVANILE

AREE DI MIGLIORAMENTO

Introduzione e misurazione di parametri prestazionali di riferimento al fine di valutare l'impatto del sistema di accreditamento e l'efficacia dei programmi di sviluppo.

Il monitoraggio dell'evoluzione dei parametri di prestazione tra i cicli fornirà preziose informazioni per il miglioramento dei processi e consentirà l'analisi delle tendenze di sviluppo del club.



EVOLUZIONE DEL SISTEMA DI ACCREDITAMENTO DEI CLUB DI SETTORE GIOVANILE

AREE DI MIGLIORAMENTO

Introdurre meccanismi che consentano il **benchmarking internazionale** per consentire ai club di valutare le proprie prestazioni in un contesto più ampio, facilitando il miglioramento continuo.

Sviluppo di un **sistema software su misura che funga da piattaforma di gestione centralizzata sia per la FIGC che per i CLUB**. Un sistema di questo tipo faciliterebbe un'efficiente gestione, valutazione e comunicazione dei dati, portando a procedure di accreditamento rafforzate.





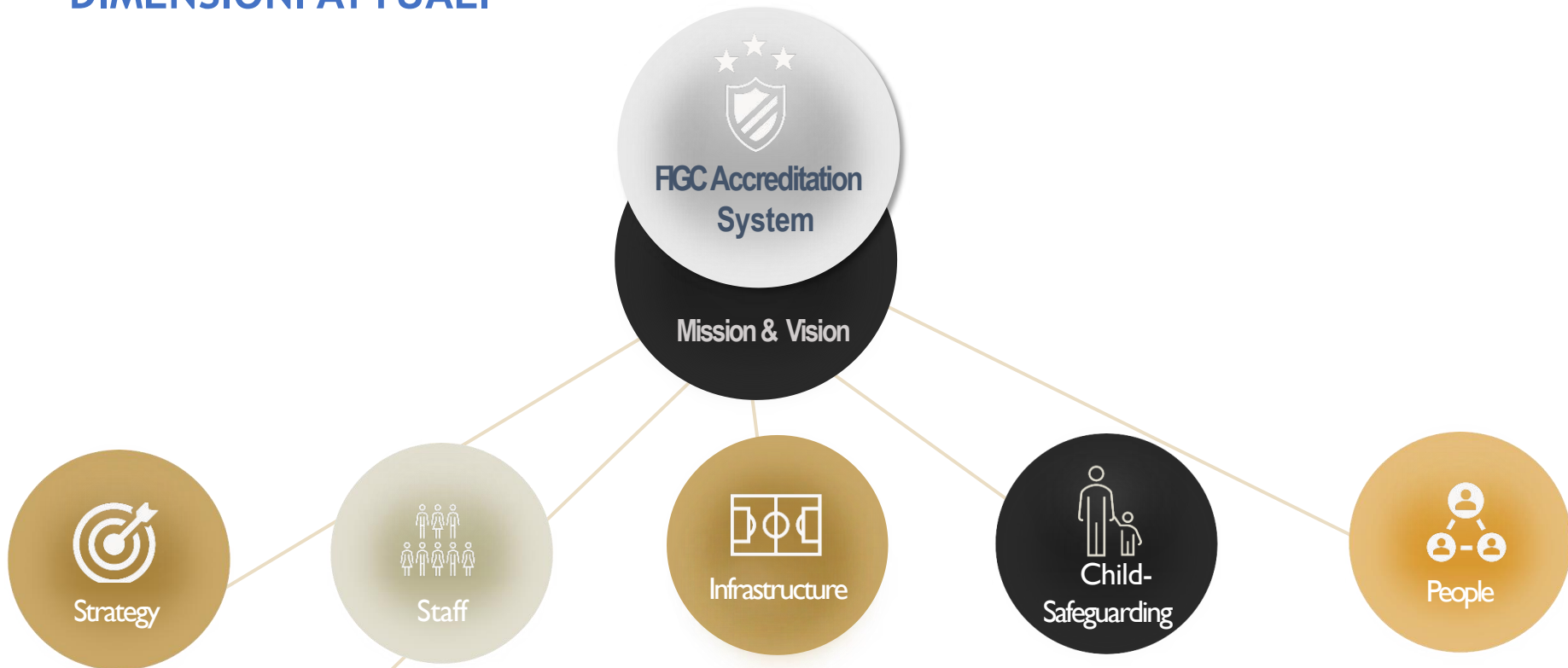
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EVOLUZIONE DEI PARAMETRI DI VALUTAZIONE

3rd Quality Level	
Basic requirements	Promoting and publicising the "Grassroots Charter"
	Have a sports facility and equipment suitable for the initiation and teaching of the game of football;
	Appointment of a Manager in charge of the Youth Sector, who is a registered member of the club itself, and who undertakes to participate in an "Entry Level" (Level E) or "School Football Managers" (Level D) course
	Appointment of a Technical Manager of the Youth Sector, in possession of a Federal Technical qualification registered on the Technical Sector roll and appropriately registered for the club itself;
	Follow the technical guidelines of the Youth and School Sector
	Presentation, promotion and disclosure of the club's Service Plan for users, to be distributed to parents, showing: general objectives, club organisation chart, membership fees, services offered, meetings with families, socio-educational initiatives planned, technician qualifications, training schedules, etc,
	Indication of a Doctor as a reference for consultation for the Club
Affiliation	Affiliation with the FIGC for at least one sporting season (the current one is not taken into account)
Official activity	Participation in all the following youth categories: U7, U9, U11, U13, U15, U17
	Mandatory registration for official FIGC tournaments - one team each 15 registered members for the U11 category - one team each 20 registered members for the U13 category
	Carry out activities with the minimum number of children indicated below for each of the following categories: - U7 : minimum 10 children 5/6 years old - U9: minimum 10 children 7/8 years old - U11: minimum 14 children 8/10 years old - U13: minimum of 18 children 10/12 years old - U15: minimum of 18 children 12/14 years old - U17: minimum of 18 children 14/16 years old

Coaches	Adoption of the SAFEGUARDING CHILDREN POLICY Programme with implementation of the Policy, codes of conduct and training of company staff and the Child Protection Delegate.
	Compulsory participation in the main Tournaments, Events and Festivals organised by the Youth and School Sector for the U7, U9, U11 and U13 categories
YOUTH SECTOR HEAD	Instructor to player ratio of 1:15 for the U7, U9, U11 and U13 categories and 1:20 for the U15 and U17 categories
	Have at least one qualified licensed coach in each category
Information and update activities	The Head Coach of the Youth Sector must be identified as an additional coach in addition to the above.
	Mandatory participation of the Technical Manager and the Manager in charge of the "Youth Sector" of the Club in Information Courses and meetings organised in the local or regional territory, within the framework of the Territorial Development Programme, by the Technical Sector and/or the Youth and School Department;
Facilities and equipment	Organisation of an Information Programme. Training-informative meetings conducted by Psychologist, Doctor and/or Technician addressed to Managers, Technicians, Parents and Young Players/Footballers.
	Facilities and equipment suitable for teaching football
	Implementation of an agreement with at least one school during the sports season
	Participation in official youth and/or U7-U9-U11-U13 categories with at least one mixed team, consisting of boys and girls, or with an all-girls team.
	Development of an integrated football project for young people with disabilities.
	Development of a training project through collaboration with a psychologist

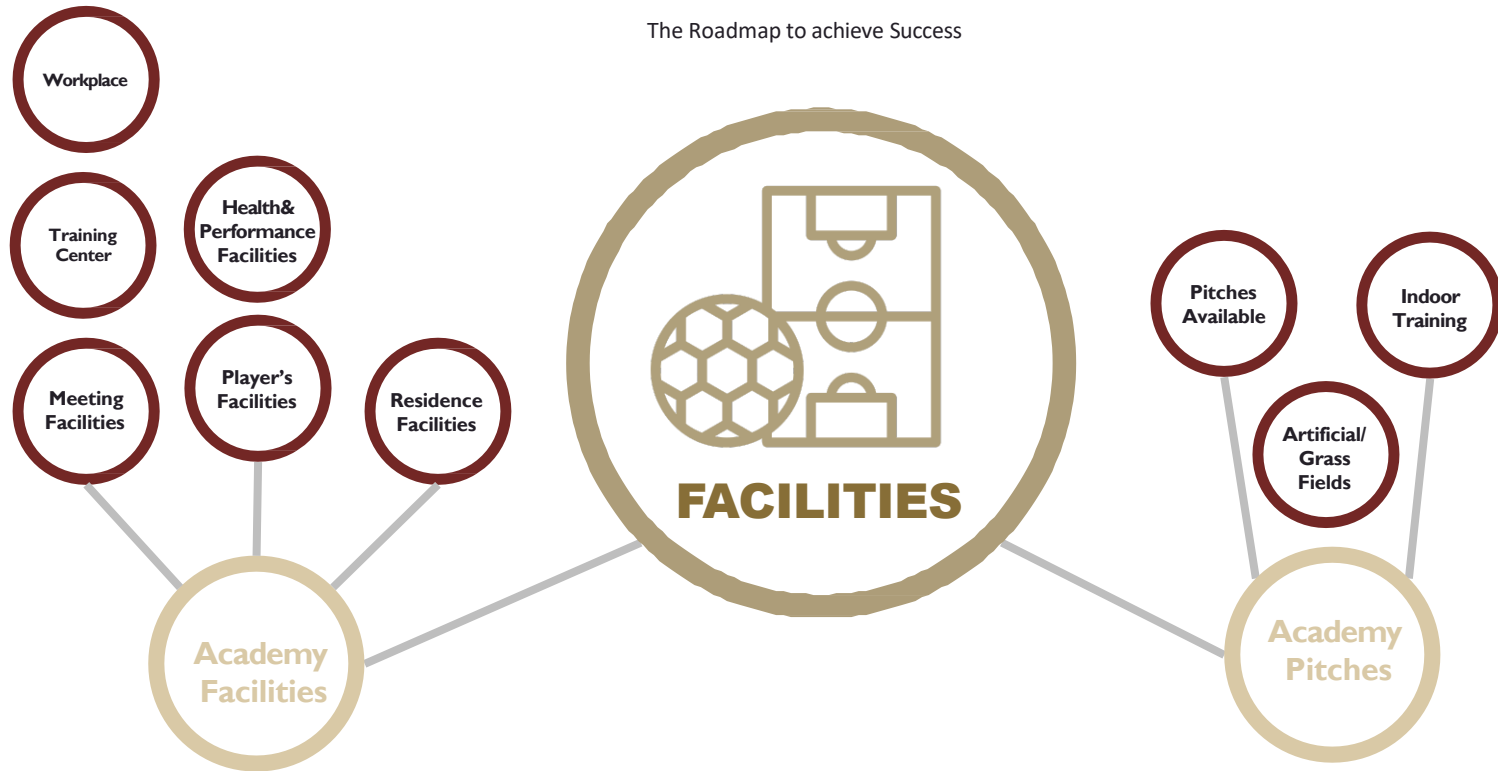
DIMENSIONI ATTUALI



education

Infrastructure

The Roadmap to achieve Success



Topic	Item	Level 1	Level 2	Level 3	Level 4	Level 5	Minimal req.
Meeting facilities							
	Meeting / class room available	Red	Green	Green	Green	Green	
	Private meeting room (quality check)	Red	Red	Red	Green	Green	
Residence facilities	Material (brochure, website, movie, etc.) presenting the residence facilities for academy players	Red	Red	Red	Green	Green	
	Residence / housing available for academy players	Red	Red	Red	Green	Green	
	Canteen / dining room for academy players (quality check)	Red	Red	Red	Green	Green	
Health & Performance facilities							
	Defibrillator always available at the training center	Red	Red	Green	Green	Green	
	Medical treatment and examination room	Green	Green	Green	Green	Green	L1
	Indoor facilities for strength and conditioning: fitness / weight room available for academy	Red	Red	Red	Green	Green	
Workplaces for Academy staff							
	Changing rooms for staff members	Green	Green	Green	Green	Green	
	Changing rooms for match officials	Green	Green	Green	Green	Green	
	Appropriate workplace / office for the academy management	Green	Green	Green	Green	Green	L2
	Appropriate workplace / office for the coaching staff	Red	Red	Green	Green	Green	
	Appropriate workplace / office for the supporting staff	Red	Red	Red	Green	Green	
	Video analysis suite with video and IT technology	Red	Red	Red	Green	Green	

Staffing

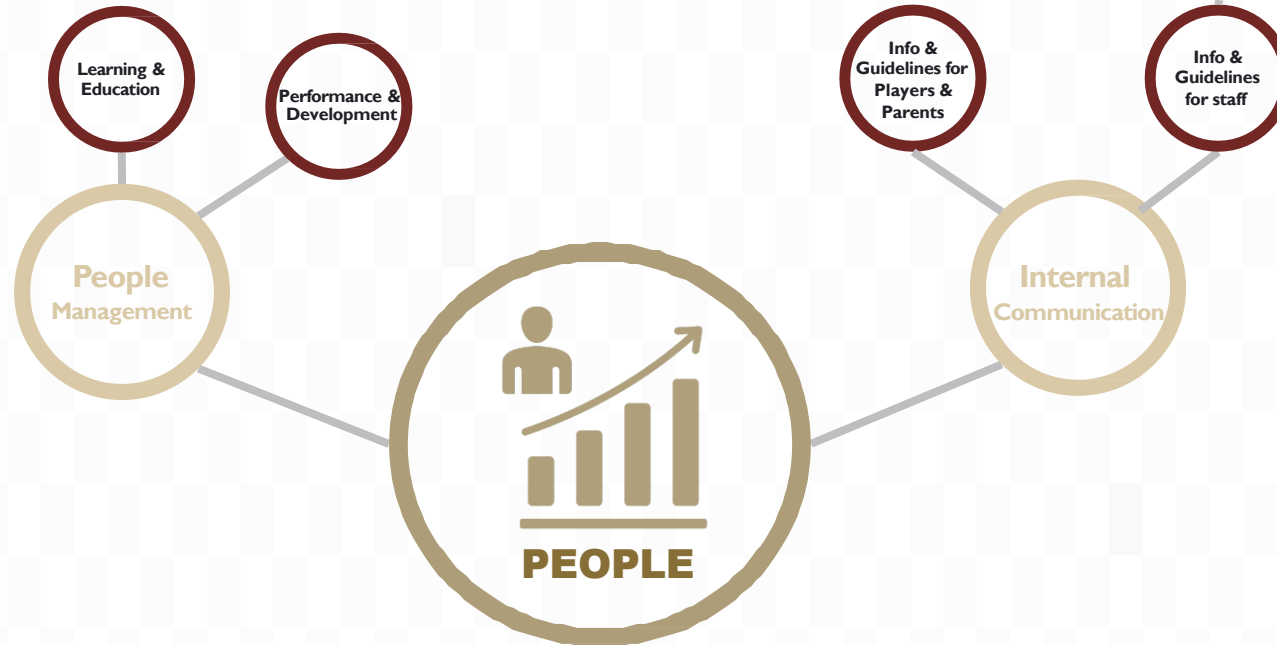
The Roadmap to achieve Success



Topic	Item	Level 1	Level 2	Level 3	Level 4	Level 5	Minimal req.
Academy Management							
Employment of management staff	Overview of academy management team (functions and names)						
	Min. 1 Academy Director						
	Min. 1 head of Grassroots						
	AD and Head of grassroots: no dual roles						
	Administrative Coordinator / Head of Operations						
	Administrative Coordinator / Head of Operations: PT						
	Administrative Coordinator / Head of Operations: FT						
Qualifications of management staff							
	Academy director: min UEFA A elite Youth						
	Academy director: min UEFA C for academy director						
	AMT: Min. 1 C qualified management staff Head of Grassroots						
	AMT: min. Grassroots level E for manager for administrative coordinator						
Academy Coaching Staff							
Coaching staff (U6-U11)	Overview of academy coaches per team U6-U11 (functions and names)						
	U6-U13: Min. 1 C or sportsscience qualified coach per age category						
Specialised coaches	U6-U13: Min. 1 C qualified coach for each team						
	Overview of specialised coaches for the academy (functions and names)						
	Min. 1 GK coach with specific qualification						
	Min. 1 PT Video / Match Analyst						
	Min. Licence Video / Match Analyst						

PEOPLE

The Roadmap to achieve Success



Topic	Item		Level 1	Level 2	Level 3	Level 4	Level 5	Minimal req.
People Management	Learning and education of staff	Documents (presentations, programs, etc.) about the organisation and promotion of internal and external training for academy staff	Green	Green	Green	Green	Green	
		Academy Director or Head of Grassroots is Responsible person for training and development	Green	Green	Green	Green	Green	
		Integration / mentoring program for new staff members	Red	Red	Red	Green	Green	
		Confirmation of integration / mentoring program for new staff (on site check)	Red	Red	Red	Green	Green	
		Internal training program for academy staff	Red	Green	Green	Green	Green	
		Internal training program on football philosophy / development vision min. 1 x season	Red	Green	Green	Green	Green	
		Stimulation and support (also refund) for external training & education programs	Red	Red	Green	Green	Green	
		Training program / workshops open for coaches of grassroots clubs in the region	Red	Red	Green	Green	Green	
		Participation of the club coaches & managers to the local training programs	Green	Green	Red	Red	Red	
		Confirmation of club support for external training and development	Red	Red	Green	Green	Green	
		Clear example of improvement and innovation in last period	Red	Red	Green	Green	Green	
		Participation of the club coaches to the Federation's educational activities 1x per season	Red	Red	Green	Green	Green	
		Participation of the club managers to the Federation's educational activities 1x per season	Green	Green	Green	Green	Green	L2
		Staff performance and development		Documents (templates, protocols, plans, etc.) about the evaluation and coaching of academy staff	Red	Red	Red	Green
Strategy regarding evaluation and development of coaches	Red			Red	Red	Green	Green	
Performance assessment / coach development review	Red			Red	Red	Green	Green	
Regular feedback after sessions / games	Red			Red	Red	Green	Green	
Performance appraisal interview with all coaches in the last 12 months	Red			Red	Red	Green	Green	
Feedback on behaviour and competences (what to develop)	Red			Red	Red	Green	Green	

Player Care

The Roadmap to achieve Success



Sub-Dimension	Topic	Item	Level 1	Level 2	Level 3	Level 4	Level 5	Minimal req.
Education								
	Education: strategy and programs	Material (brochure, website, presentation, ...) explaining the strategy and program(s) regarding education and tutoring	Red	Red	Red	Green	Green	
		Effective organisation of an education program	Red	Red	Red	Green	Green	
		Effective organisation of a residency program	Red	Red	Red	Green	Green	
		Effective organization of school release (training during the day / school time)	Red	Red	Red	Green	Green	
		Individual tutoring with small group of players by certified tutors	Red	Red	Red	Green	Green	
	Education: processes and procedures	Material (brochure, presentation, ...) explaining the vision on (scholar) education in the Academy	Red	Red	Red	Green	Green	
		Procedure for school release	Red	Red	Red	Green	Green	
		Procedure individual tutoring	Red	Red	Red	Green	Green	
		Monitoring of training load in school / during school time	Red	Red	Red	Green	Green	
Holistic Player Development								
	Strategy & Programs	Material (brochure, website, presentation, ...) explaining the strategy and program(s) regarding Social Welfare and Holistic Player Development	Green	Green	Green	Green	Green	
		Personal development / life skills program	Red	Red	Red	Red	Green	
		Specific activities regarding personal development / life skills in the last 12 months	Red	Red	Red	Red	Green	
		Teambuilding / social activities per phase	Red	Red	Red	Green	Green	
		Teambuilding / social activities per team (outside training) in the last 6 months	Red	Red	Red	Green	Green	
		Teambuilding / social activities with all coaches / staff	Red	Red	Red	Green	Green	
		Activities initiated and organised by players (last 12 months)	Red	Red	Red	Green	Green	
		Confirmation on holistic player development (more than only football)	Red	Red	Red	Red	Green	
		Parents satisfaction about the accessibility and commitment of the coaching staff	Red	Red	Green	Green	Green	
	Activities & Engagement	Empowering players to take the lead In some initiatives	Red	Red	Red	Red	Green	
		Ensuring a mix of activities that cater to different interests and skills, beyond just football	Red	Red	Red	Red	Green	
		Encouraging activities where players collaborate with local communities or schools, promoting social responsibility	Red	Red	Red	Green	Green	
		Ensuring coaches/staff maintain an open line of communication, making them approachable for players and parents	Red	Red	Green	Green	Green	

Participation

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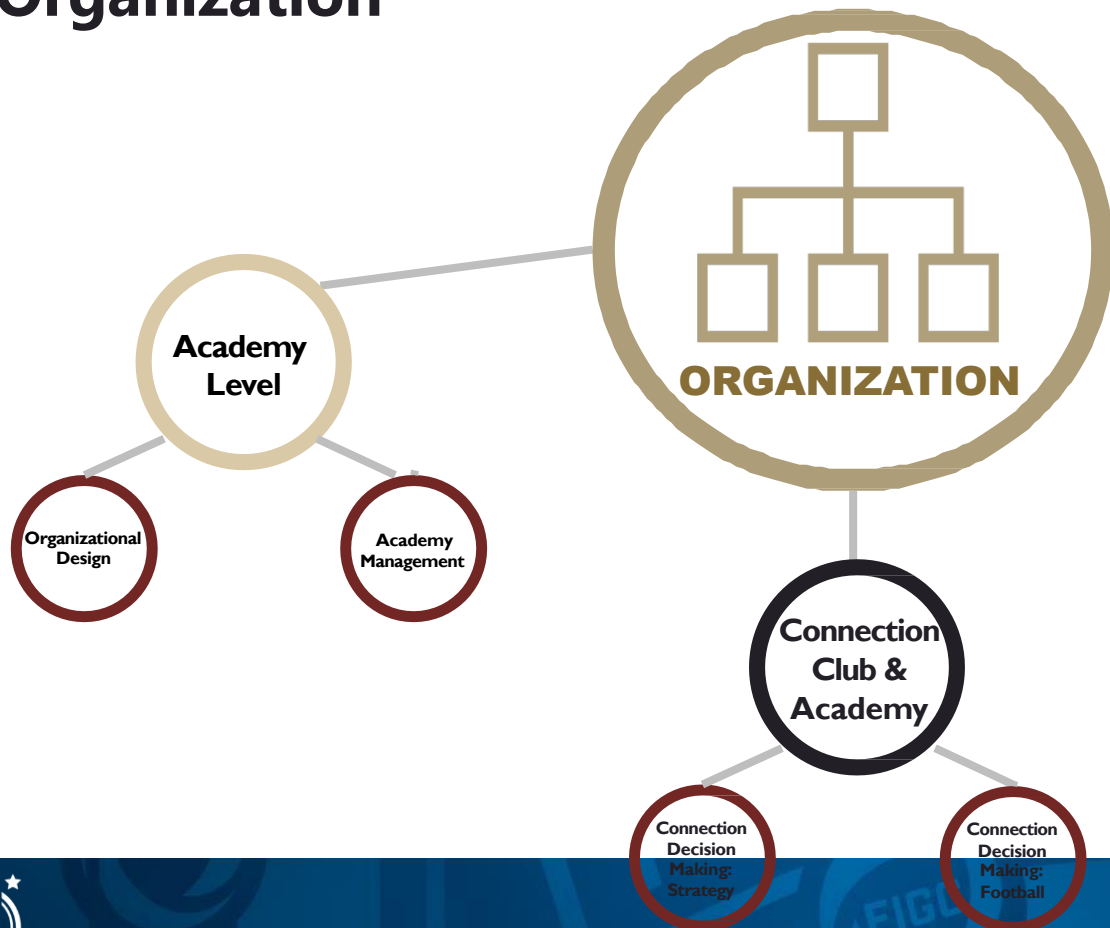


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INTRODUZIONE DI NUOVE DIMENSIONI



Organization



Sub-Dimension	Topic	Item	L 1	L 2	L 3	L 4	L 5	Minimal req.
Organisation at Academy Level								
	Organisational design of the Academy	Organisational chart of the Academy						L1-5
		Academy chart with indication of Academy Management (Team)						L1-5
		Structured overview of coaching staff						L1-5
		Structured overview of scouting staff/ partnerships (Talent ID & Recruitment)						L4-5
		Structured overview of supporting staff (H&P / Player Care / Operations)						L3-5
	Academy Management Team	Roles and responsibilities regarding academy management (AMT)						
		Job description of Lead of Academy(AD)						
		Job description of Head of Coaching (HoC)						
		Clear who is responsible for the academy budget / allocation of resources						
		Clear who is responsible for the operational management in the Academy						
		Clear who is responsible for recruitment / appointment of academy staff						
		Clear who is responsible for girls' football (ambassador)						
		Formal meeting structure for Academy Management						
		Regular meetings (min. bi-weekly) of Academy Management Team						
Connection between Club and Academy								
	Connection for decision making in strategic issues	Document (chart, charter, etc.) explaining the formal representation of the Academy in the Senior Management of the Club						
		Lead of Academy meets 1 st Team staff or Technical director 2x a year (Amateur level)						
		Academy Management (AD / HoC) is involved in all meetings of the Club's Senior Management Team						
		Academy Director regularly meets key decision makers of Board / Senior Management						
		Academy manager is involved in the discussion of the allocation of resources at club level						
		Academy Management (AD / HoC) is represented in the Senior Management of the Club						
	Connection for decision making in football issues	Document (chart, charter, etc.) explaining the formal representation of the Academy in the Technical Board of the Club						
		Academy Management (AD / HoC) is represented in the Technical Board						
		Head of Coaching / Academy Director regularly meets key decision makers of the Technical Board						
		Academy Management (AD / HoC) is involved in transition process of player to the First Team						
		Direct communication between Academy Management (AD / HoC) and 1st Team Coach / Manager						
		Head of Coaching / Academy Manager is involved as a full member of the Technical Board (Club)						
		2nd team / U21 / Transition Coach is involved as a full member of the Technical Board (Club)						

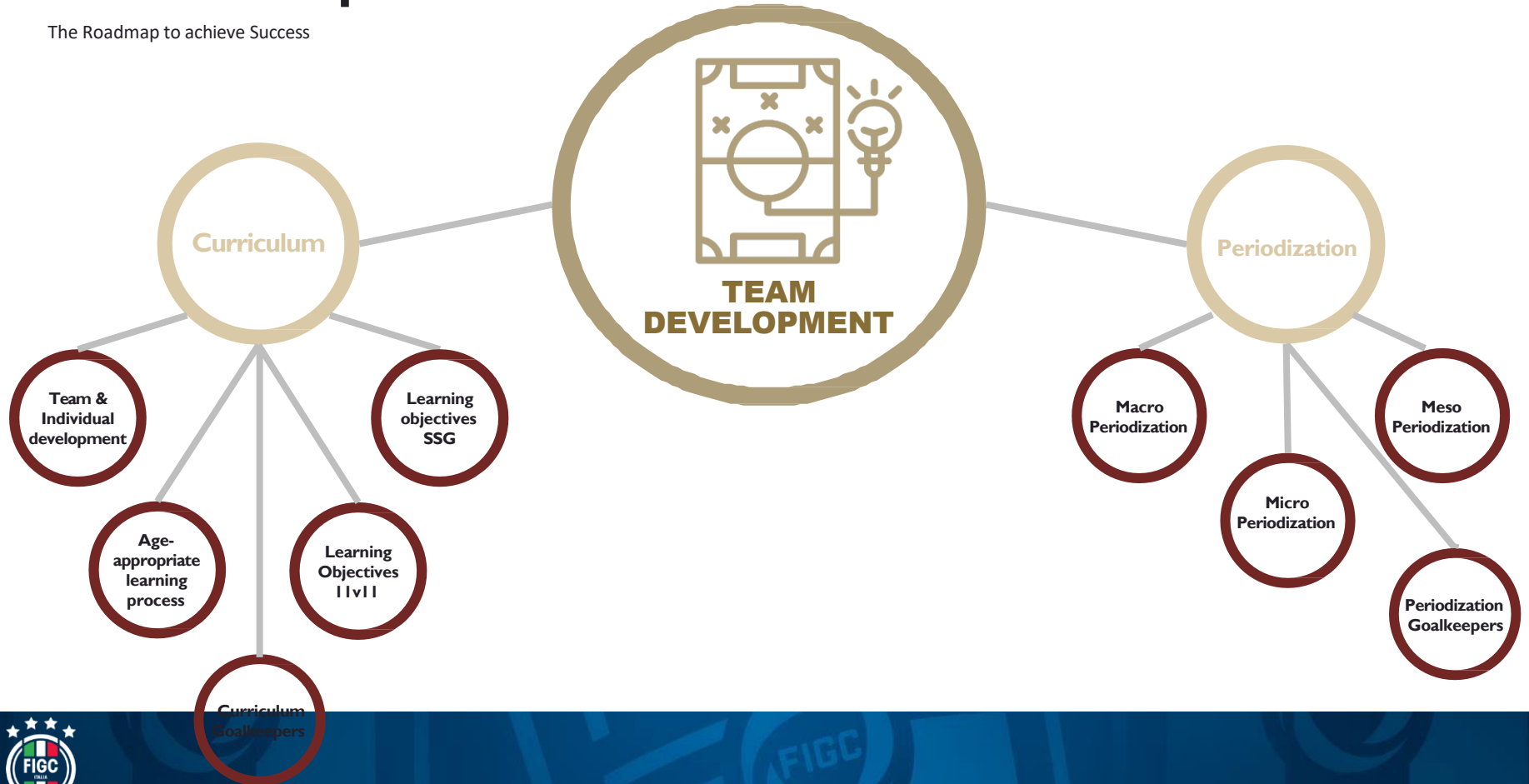
Football Philosophy

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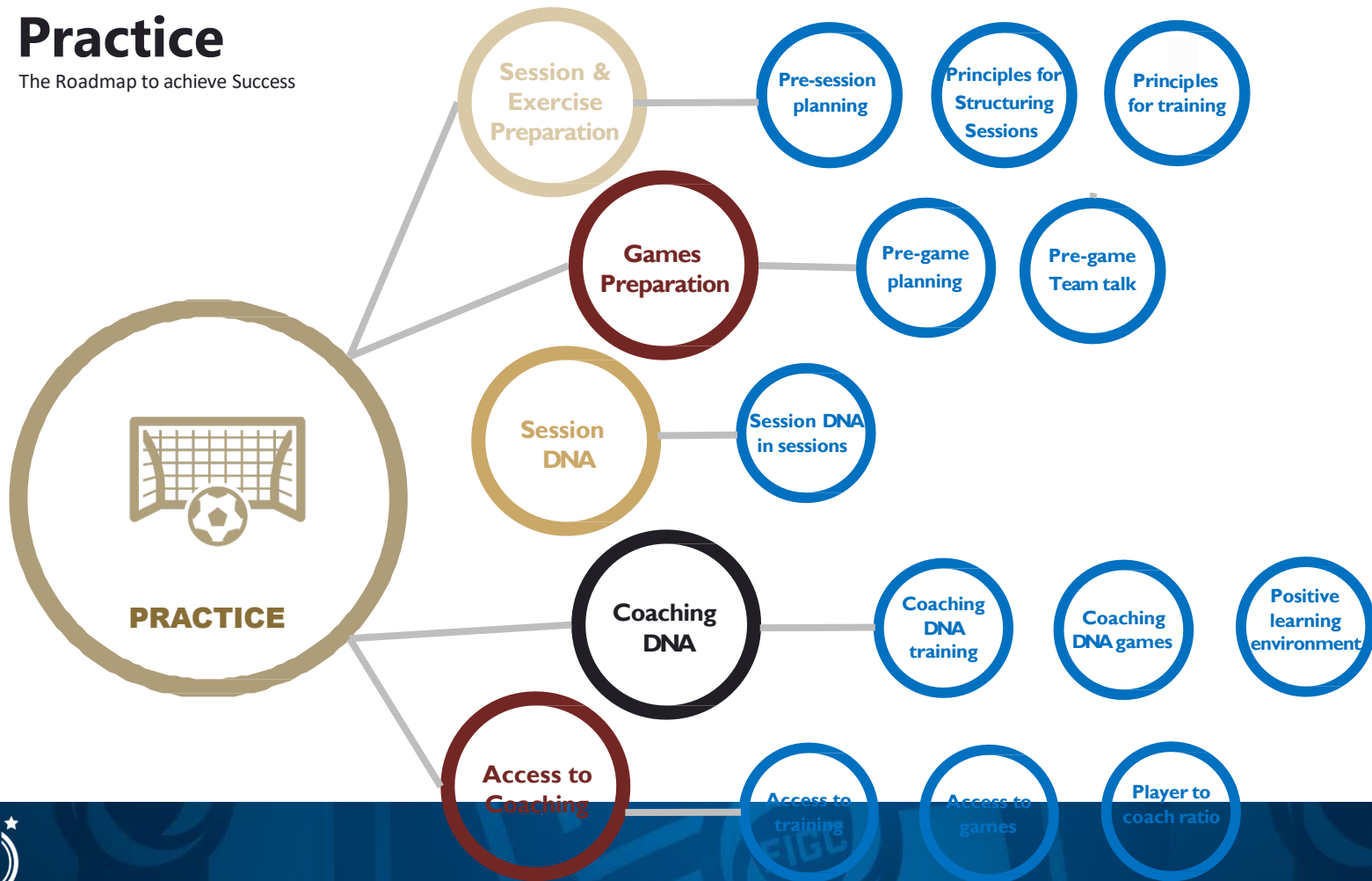
Team Development

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Practice

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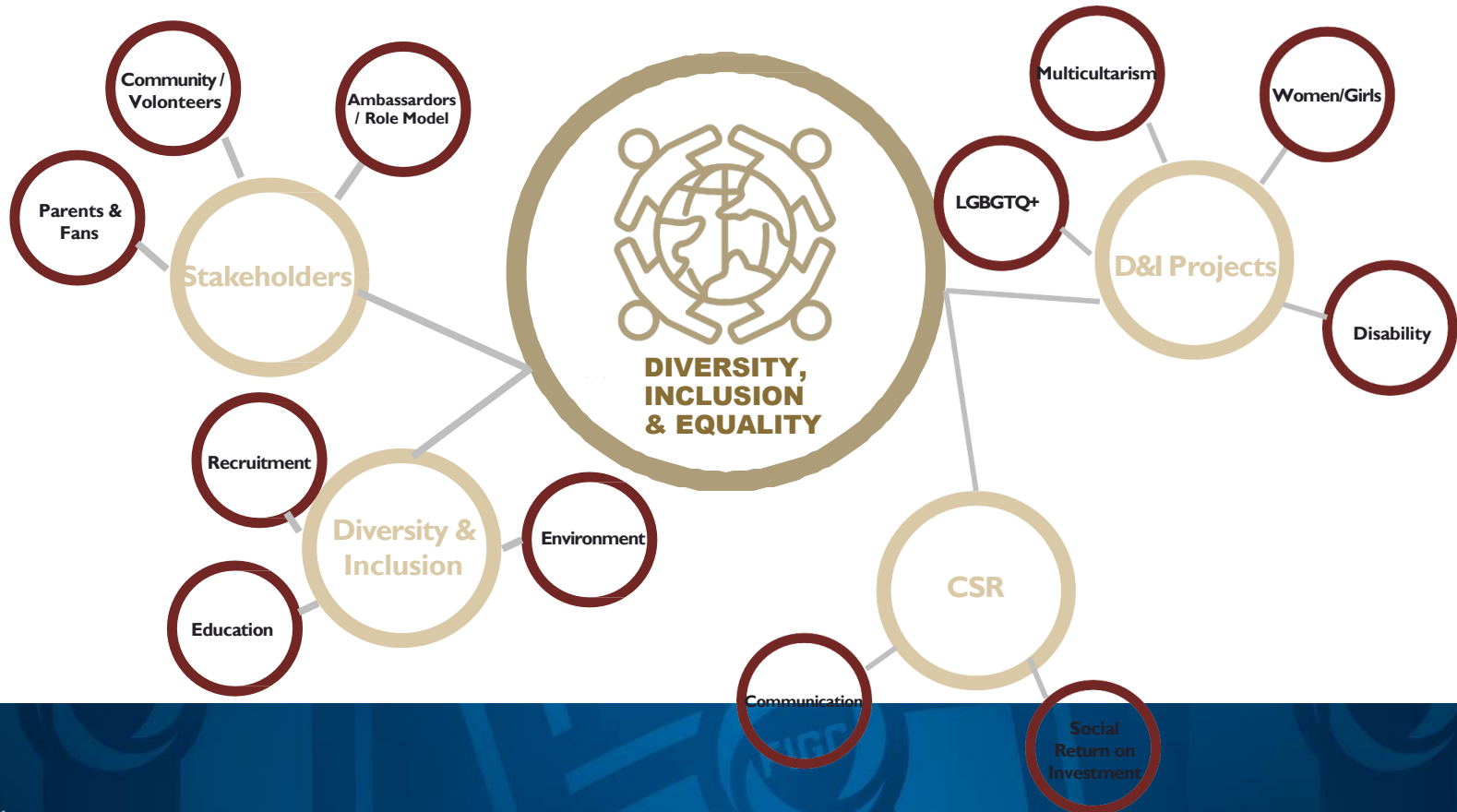
Strategy

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Diversity, Inclusion & Equality

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PROGRAMMAZIONE

1 Definizione Obiettivi

- Definizione obiettivi principali del sistema di accreditamento.
- Determinazione finalità: finanziaria, operativa, regolamentare, strategica.

2 Regolazione Verifica congruità

Verifica congruità a sistema nazionale nonché UEFA/FIFA

3 Definizione Sistema e Procedure

- Sviluppo documento di dettaglio delle procedure, dei tempi e delle responsabilità di accreditamento.
- Linee guida per gli audit e i risultati

4 Formazione interna

Garantire che gli auditor abbiano le qualifiche, la preparazione e la formazione necessarie.

5 Formazione clubs

- Formare i club sulla portata del progetto e assicurarsi che le aspettative, i risultati e gli impatti siano chiari.
- Formare i leader dei club e
- Sviluppare materiali di formazione specifici per le esigenze della base

6 Pilot, testing & implementation

- Implement a pilot audit in a small number of clubs, gather feedback and adjust the accreditation system accordingly.
- Roll out the audit system across all targeted grassroots clubs.

7 Segnalazioni e feedback

- Stabilire una chiara struttura di reporting per i risultati dell'audit. Creare meccanismi di feedback per migliorare i processi di audit e affrontare tempestivamente i problemi

8 Monitoraggio e miglioramento continuo

- Incoraggiare una cultura di miglioramento continuo e trasparenza. Aggiornare le strategie di audit sulla base dell'evoluzione delle migliori pratiche e del contributo delle parti interessate. Creare un sistema di sfida continua per i club



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Grazie