



## **ELLERSLIE AFC OPERATIONAL PLAN - 2021 (Game Development and Football Success)**

Ellerslie AFC has a reputation throughout the Auckland football community as a family-friendly club that provides an enjoyable and rewarding football experience for juniors and seniors alike.

The Ellerslie AFC Strategic Plan 2016-2020 documents the strategic direction of the Club across a number of key areas. The Strategic Plan provides the direction and focus for the organisation to deliver football to the local community.

The current Strategic Plan includes the following Objectives with respect to Game Development and Football Success:

- Provide a seamless development pathway for all club personnel to excel;
- Provide opportunities for all players whether social or competitive; and
- High quality football competitive playing opportunities and structures.

The Strategic Plan is due to be refreshed for another cycle however the combined effects of the ongoing Covid-19 pandemic and the impending construction of new clubrooms at Michaels Ave have and will significantly alter the focus of the club and it is felt reviewing the Strategic Plan should be delayed for a period of time.

The current football landscape continues to evolve and it is important that Ellerslie AFC adapts to these changes. There are more regulatory demands being placed on clubs with regards coaching qualifications, facilities, training standards and administration. The Northern Region Federation (NRF) have introduced new competitions in the youth grades (U13-U19) and a number of clubs in the Auckland region are amalgamating or creating formal relationships to meet the requirements to compete in this space.

Ellerslie AFC has taken the decision to implement a programme over a number of years that will focus on player retention, implementing a club-wide playing philosophy and building a coaching structure to meet the regulatory requirements of the NZ Football Youth Licence.

This Operational Plan identifies the key areas within the Game Development and Football Success section that the Club will focus on over the next period of 12 months. This operational plan is a working document for the Executive Committee and subcommittees and will be used to inform members of the Club's priorities throughout this period.

**Mission:**

To promote opportunities for involvement in football, both on and off the pitch, for the benefit of the community.

**Vision:**

To create a sustainable footballing environment within which our community can participate, succeed and support.

**Values:**

**Positivity** — Providing a positive and enjoyable environment on and off pitch

**Respect & Integrity** — Throughout the club, on and off the pitch

**Excellence** — Encourage all participants to be the best they can be

**Innovative** — Forward thinking and progressive

**Unifying** — Providing collaborative opportunities to our community

**Membership:**

As at the end of the 2020 season, Ellerslie AFC comprised of the following:

- Junior teams – 81 teams (U5 – U12 grades)
  - 27 boys teams (U9 - U12 grades)
  - 10 all girls teams (U9 – U12 grades)
- Youth teams – 14 teams (U13 to U17 grades)
  - 9 boys teams
  - 5 all girls teams
- Senior teams - 23 teams
  - 18 men's teams including the NRFL Division 1 Men's 1<sup>st</sup> team
  - 5 women's teams including the NRFL Conference Women's 1<sup>st</sup> team

Ellerslie AFC's total playing membership is 1401 comprised of 1013 Junior and Youth players and approximately 488 Senior players.



## Game Development and Football Success

The 2020 season has been severely disrupted by the Covid-19 pandemic. Many teams in the Club only played 50% of the matches they would expect to play in a normal season. The full impact of these disruptions will not be known until 2021 but it is expected that registrations for the 2021 season will be reduced as parents and players decide not to commit to paying for a full season.

Retention will therefore be a key focus for the Football Department. The Club must strive to provide opportunities for players of all levels to participate and enjoy as full a season as possible in 2021.

The Club has committed to implementing a longer term, phased approach to player development with an initial focus on the junior grades and working through the youth and senior sections of the Club.

The priority for the Football Department for the next 12 months will continue to be in the following areas:

- Player development
- Coach development

## Player Development

### a) Implementing a Playing Philosophy and Style of Play

The Football Department has developed a Football Philosophy for Ellerslie AFC (see Appendix 1) along with a Team Playing Model and Periodised Training Plans. These documents give a structure for implementing a season long training programme based on a defined style of play. The objective through the next 12 months will be to instruct the coaches on the Philosophy and Playing Model while implementing the Training Plans across key junior and youth grades.

### b) Player Retention

The Club will continue to focus on player retention.

As highlighted above, the 2020 season has been significantly disrupted by Covid-19 and ensuring as many players as possible return to play in 2021 is important for the stability of the Club. Of particular focus will be retention in the junior grades (U8-U12) for both boys and girls. The players and parents in these grades must be engaged to improve their football experience to reduce the risk that they stop playing football or move to other clubs. The Club has initiated steps to improve the personnel, training, facilities, equipment and communication offered to these teams in 2020 and this will continue through 2021.



c) Talent Development Programme

The Club has begun the process of meeting the requirements of the NZF Talent Development Programme (TDP). The plan is to be in a position to meet the regulatory demands of TDP for the 2022 season in a stepped manner.

A major component of TDP is the number of training sessions per week that players must attend. Beginning at the junior level, the Club has implemented different options for the training of players at different levels. This will be a mix of individual and team-based sessions to meet the TDP requirements.

Key to this initiative is the selection of the coaches for the best teams in the U9-U12 grades. The coaches of these teams will be central in instilling the Club's playing philosophy and will be required to attain the necessary coaching qualifications to meet the TDP regulations. These coaches will be contracted to deliver significantly more football than in previous seasons and will be compensated accordingly.

Goals	Operational Targets
<p>Football Philosophy</p> <p>Implement a defined Football Philosophy and Playing Model throughout the club.</p>	<ul style="list-style-type: none"> <li>• Early appointment of coaches for key grades for the 2021 season</li> <li>• Instruction of the Philosophy, Playing Model and Training Model to coaches</li> <li>• Finalisation and execution of session plans for 2021 season</li> </ul>
<p>Retention</p> <p>Focus on player retention. This is across the entire club however a key focus will be on the Junior grades (U8-U12) for both boys and girls.</p>	<ul style="list-style-type: none"> <li>• As much as possible provide playing and training opportunities for players and teams</li> <li>• Identify and appoint appropriate coaches for Junior grades with requisite compensation</li> <li>• Ensure early communication with parents and players in the targeted teams</li> </ul>
<p>Talent Development Programme</p> <p>Continue the implementation of a phased approach to meeting the regulatory requirements of the TDP for the 2022 season.</p>	<ul style="list-style-type: none"> <li>• Engage with NRF and work alongside their staff to formalise a realistic timeline</li> <li>• Appoint coaches for Junior &amp; Youth grades and communicate any changes due to TDP plan</li> <li>• Communicate effects of any changes to parents and players</li> </ul>

This will be achieved by:

- Football Philosophy and Playing Model  
Responsibility: Director of Football, Director of Coaching
- Player retention  
Responsibility: Director of Football, Director of Coaching
- Implement initial elements of Talent Development Programme  
Responsibility: Director of Football



## Coach Development

Ellerslie AFC firmly believes that the development of coaches is essential to the improvement of our players and to the future success of all teams throughout the Club. The long term objective is to identify and develop enough qualified coaches to cover the Club's entire coaching requirements. To meet the regulatory requirements being imposed by the Federation the Club needs its coaches to gain the requisite coaching qualifications. Acquiring these qualifications requires coaches to invest reasonable amounts of time and money and the Club must provide a supportive environment to assist them. Development of coach educators that are able to facilitate NZF courses will make a significant difference in the ease of coaches getting qualified. For coaches of community teams the Club will continue to implement a programme of workshops and junior courses to prepare for the season.

Goals	Operational Targets
Develop Coach Educators Upskill in-house coaching staff to be in a position to deliver NZF coaching courses to Ellerslie AFC coaches	<ul style="list-style-type: none"><li>Engage with the NZF Coaching Department to create a programme to develop in-house Coach Educators</li><li>Formulate a programme to deliver the required courses for club coaches</li></ul>
Qualified coaches Plan a programme to ensure there are enough qualified coaches to meet the requirements of the TDP by 2022	<ul style="list-style-type: none"><li>Identify key coaches to progress and meet the TDP requirements with respect to coaching qualifications</li><li>Implement a programme in 2021 to get an appropriate number of coaches enrolled on courses</li></ul>
Courses and Workshops Implement a programme of courses and workshops to assist Junior and Youth coaches	<ul style="list-style-type: none"><li>Continue to deliver workshops for Junior and Youth coaches prior to, and during the 2021 season</li><li>Design and distribute age appropriate coaching manual to coaches prior to the season</li></ul>

This will be achieved by:

- Develop Coach Educators  
Responsibility: Director of Football
- Increase the quantity of qualified coaches to meet the requirements of the TDP by 2022  
Responsibility: Director of Football, Director of Coaching
- Implement a programme of courses and workshops to assist Junior and Youth coaches  
Responsibility: Director of Coaching

Signed:

Fred de Jong  
Director of Football



## Ellerslie AFC - Football Philosophy

### Vision:

Football for Life

### Mission:

To produce players that can compete at all levels, exhibiting the values of Ellerslie AFC;  
Respect, Positivity, Unity

### Philosophy:

Creative football, played at a high tempo

### How: Through -

1. Supportive Environment
2. Superior Technical Ability
3. Personal Decision Making
4. Performance Over Results
5. Enjoyment

#### 1. Supportive environment

At Ellerslie we believe that it is important to create an environment where players are supported through both positive outcomes and mistakes. Players must be comfortable to take risks, feel it is ok to fail and then try again. Such an environment will spur on motivation to attempt new things and develop.

#### 2. Superior technical ability

A key focus at Ellerslie is on improving the technical ability of our players. We believe that sound technique, the ability to control the ball, dribble, pass and shoot with a variety of parts of the body, is fundamental in producing competent footballers.

#### 3. Players making their own decisions

Through the development of players at Ellerslie we want to allow the player as much as possible to make their own decisions on the field. Players that are allowed to succeed, and fail, through their own choices are given the opportunity to maximise their learning.

#### 4. Performance over results

The emphasis at Ellerslie in the junior and youth grades is the development of the players and not the results of the game. The way the individual player is performing and the way the team is playing is more important than winning.

#### 5. Enjoyment

At Ellerslie we want to ensure that players get the most out of their football experience. Players must feel safe and at home at the club. The players can then relax and enjoy playing football as part of a team.

Our vision at Ellerslie is to create an environment where players can learn, be challenged, succeed, enjoy themselves and feel included.

An environment where they enjoy playing football for life.

# Team Model – Ellerslie AFC



## Philosophy

Football is .... an exercise in the appreciation and exploitation of space.

## Beliefs

### 1. Principles for scoring goals

- a. Can only score in possession
- b. Need inventiveness and unpredictability
- c. By capitalising on the opponents mistakes
- d. Through well-rehearsed set pieces

### 2. Principles for preventing goals

- a. Anyone can look dangerous given enough time and space
- b. Opposition cannot score without the ball
- c. Defend from a sound structure
- d. Need aggression and desperation

### 3. Qualities required of players

- a. High technical ability
- b. Speed – physical and mental
- c. Good mentality and a willingness to learn



# Playing Style

A Playing Style that:

- controls possession under opposition pressure through the thirds
- creates pressure through possession in opposition half
- creates goal scoring opportunities through creative individual and combination team play
- scores goals through precise delivery and clinical finishing
  
- defends collectively from an organised structure
- denies the opposition time and space to create scoring chances
- uses possession as a defensive tool
  
- uses quick transition play to secure possession and move into attacking structure
- uses quick transition play to press the ball carrier to force mistakes or slow the play
  
- is played at a high tempo
- looks to maintain the initiative
- is played by players with superior technical ability

# Formation

The preferred Playing Formation is 4-3-3.

- goalkeeper sweeping behind back four
- high defensive line with fullbacks pushed forward to assist attack
- single (or twin) defensive midfielder(s) screening back four and switching play
- twin (or single) attacking midfielder(s) supporting and getting beyond the central striker
- wide forwards giving width up front
- central striker that can create and score goals