UEFA
ROUTE DE GENÈVE 46
CH-1260 NYON 2 SWITZERLAND
TELEPHONE : +41 848 00 27 27
TELEFAX : +41 848 01 27 27
UEFA.com

WE CARE ABOUT FOOTBALL

UEFA Best Practice Guide to Training Centre Construction and Management

WE CARE ABOUT FOOTBALL

"UEFA's role as the governing body of European football is to help raise standards both on and off the pitch, and to assist the clubs and member associations, as well as the European football community as a whole.

Training centres are increasingly at the heart of national association and club strategy, and are vital resources in planning the vision and delivering the long-term goals of the organisation. A top-quality training facility is crucial to the realisation of these goals on the field - whether the aim is to provide top-class facilities for elite professionals to train, or to develop the next generation of young players.

The aim of this guideline document is to provide a step-by-step guide to training centre design, construction and management that sets out the key concepts to consider when planning the development of such a facility from a sporting and operational perspective. There are a number of excellent facilities in Europe that have been referenced within this document that illustrate the best practice in different areas such as pitch design, educational and office spaces, on-site accommodation and the use of sports science and technology.

Everything that we as UEFA can do to encourage and assist in the development of top-class training facilities will be of great benefit to football, as well as to local communities.

I wish you all the best in the development of training facilities that are suitable for the benefit of the game, both now and in the future."

Giorgio Marchetti
UEFA Deputy General Secretary

AIMS AND OUTCOMES

Significant amounts of money have been invested in the development of training centres over the last decade, with more and more national associations and clubs seeking to improve their training facilities as part of long-term strategies aimed at identifying, attracting and developing young players and achieving success on the pitch.

UEFA's interest in this area can be seen in a number of its operations, such as the funding of training centre projects through the HatTrick programme, its work in the area of youth development and academies, and the stadiums unit's work on pitch quality and the categorising of mini-stadiums, which are increasingly common in modern training centres and are often used to host mini tournaments and youth leagues.

The aim of these guidelines is to provide an overview of the sporting and economic factors that stakeholders need to consider when looking to invest in new facilities or improve existing infrastructure. This guide also contains references to a number of cutting-edge training centres which act as benchmarks in that regard.

"Everything that we as UEFA can do to encourage and assist in the development of top-class training facilities will be of great benefit to football, as well as to local communities."

CONTENTS

1 Introduction

1.1 PREFACE

This publication seeks to provide clubs and national associations with easy-to-follow guidelines that will help them with the commissioning, designing, renovation and construction of training centres.

The planning and delivery of modern training facilities requires a multi-disciplinary approach and the input of specialists in various areas of construction and management and operations. Throughout this guideline document UEFA will refer to industry best practice so that those in the planning and development phase of similar projects can use these bench marks to guide their own projects.

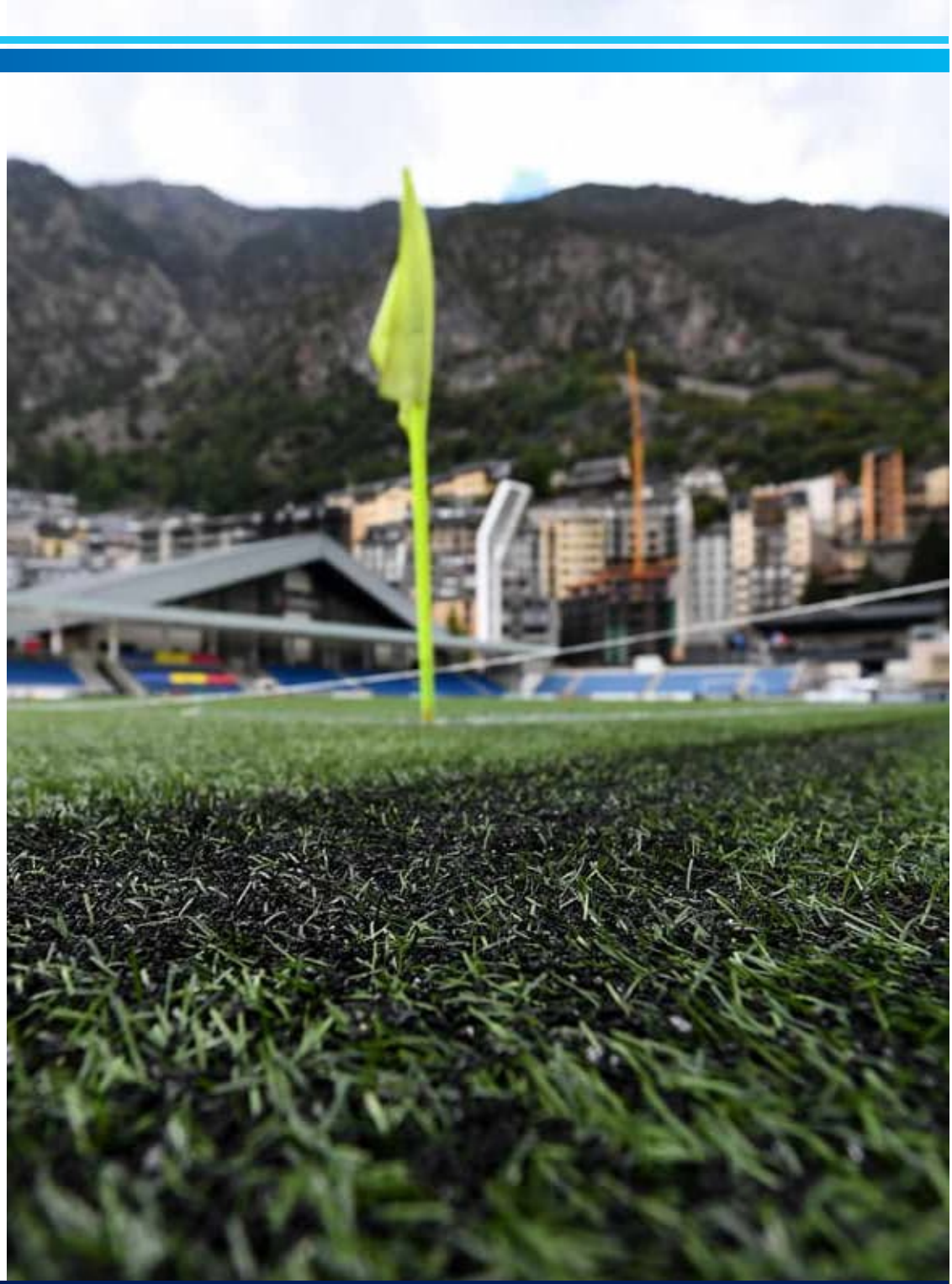
Although the guidance provided in this publication is comprehensive, it should not be followed blindly. A whole host of factors (many of which are identified in these guidelines) will cause each project to be unique. Each association or club will have its own drivers and objectives, be it the identification and development of talent, community engagement and/or commercial growth, and all will play a role when it comes to the location and design of the training centre. The training centre is often the heartbeat of the organisation, as it is where all daily activities take place. It is where the club or association will present its brand, establish its culture and seek to achieve its objectives. As such, training centres should evolve in line with the ambitions of the relevant organisation.

These guidelines are based on the experiences of experts specialising in the development of training centres and other sports infrastructure projects. They seek to provide guidance not only in terms of facilities, services, functionality and design, but also as regards the way that training centres can contribute to their local communities and the commercial objectives of the relevant club or association.

1.2 ASSUMPTIONS

Each infrastructure project is unique, varying according to the organisation that is undertaking it, the laws and regulations that govern the relevant country, and the outcomes that the project in question seeks to achieve. With that in mind, there are a number of points that should be borne in mind when looking at these guidelines.

- No assumptions have been made regarding the area of land that is available.
- This guide uses a number of different categories: 'International', 'Professional A', 'Professional B', 'Youth A', 'Youth B' and 'Youth C'. These are based on observations from international benchmarking exercises rather than any UEFA categories and should act as examples of best practice that currently exist. Each club or national association will have its own unique requirements in terms of project goals, budget and other aims, ambitions and limitations.
- It is assumed that clubs and national associations in the International category will have more players and staff than those in the Professional A category – and that they, in turn, will have more than those in the Professional B category, although the categories set out in this document are for illustrative purposes only.
- It is assumed that the clubs and national associations in each category will generally employ the latest practices and methodologies, as known to the authors from their experiences of clubs and national associations in the various categories.
- Descriptions of facilities are purely illustrative. Each club or association should decide on the size and quality of specific areas and facilities in line with its objectives and ambitions.
- This guide makes no reference to regulations or legislation. However, the relevant regulatory and statutory provisions must always be taken into account.



2 Infrastructure

2.1 PROCESS AND FUNCTION

It is important at the start of a major project to take the time to define the vision, ambition, objectives and rationale for the project in question. This can be a positive and motivating experience for the management team and often benefits from having an external party leading the process. This could be someone that the organisation has identified to lead the project on its behalf. You will often find that the leadership group returns to these initial guide rails when complex decisions are required in each area of the project. There are several key questions that someone embarking on a large-scale infrastructure project such as a training centre will need to consider at the outset. The training centre is often the heartbeat of the organisation, as it is where the players will spend most of their time, where a large percentage of the club/association's management and administration will work and, increasingly, where local people and firms will interface with the brand. What happens at the training centre will be of great interest to the local community, so consideration should be given to the question of how best to manage that interest.

Certain high-level questions should be considered right at the outset:

- What is the ambition and vision for this project?
- Is this purely about training, or will there also be office facilities?
- What does success look like?
- How big does the training centre need to be?
- How many teams/players/staff will need to be accommodated?
- How many dressing rooms will it need?
- Will there be official and/or friendly matches at the training centre or open public training sessions?
- What level will matches be at? For example, will the training centre need a stand, a dressing room for the visiting team and facilities for match officials?
- How many pitches will be needed, and what type will they be?
- What access, egress and security arrangements are important to the organisation?

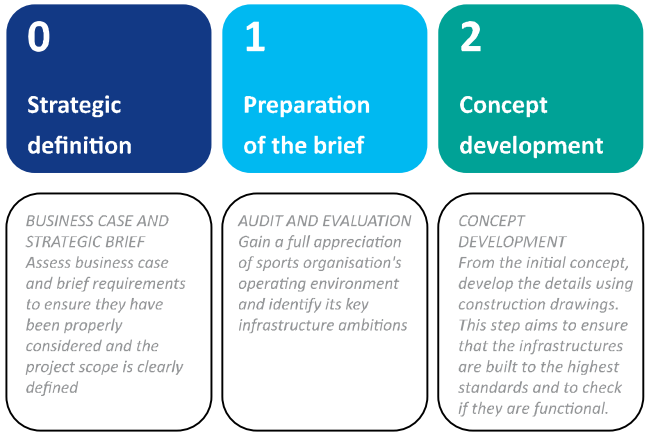


Figure 1a. Linear infrastructure phases

Although some of the above questions are emotive, it is advisable at this stage of the process to be aspirational and innovative and clearly define what the club/association requires. As indicated earlier, this stage can be liberating, motivational and inspiring for everyone involved. It is an opportunity to galvanise the team and look at the future together, so everyone feels part of it. As the project progresses, discussions will become more focused, but the organisation should not lose sight of its broader ambitions and objectives. Time spent on these questions up front will help to guide complex discussions in later phases of the project. These are 10 to 30-year investments that have the potential to transform a club, association or community, so it is worth taking the time to ensure that you have the appropriate foundations in place.

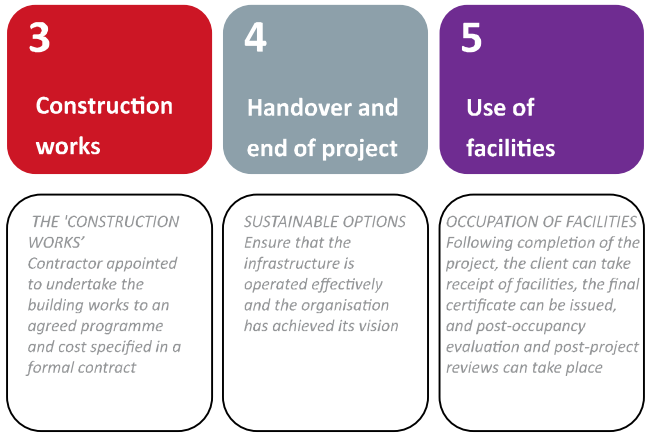


Figure 1b. Linear infrastructure phases

Clubs and associations often wonder what they should decide first: the training centre's location, or the precise nature of those facilities. This is difficult to answer in isolation, as a club or association might be in the fortunate position of being given land, or having an owner or investor that already owns land and wants the club or association to occupy it (or has another specific location in mind). If this is not the case and the organisation is starting from scratch, it is better to decide the 'what' first and then move on to the 'where'.

The following considerations should be taken into account in this regard:

- Size of required site (both buildings and pitches)
- Shape of required site to facilitate optimal functional flow around the training centre
- Protection from the elements (especially the wind)
- Proximity to the following:
  - Public transport – especially if the training centre will be used by youth players and visited by members of the public
  - Airports – especially if the senior team frequently travels around Europe
  - Road networks – especially if open training sessions will be held
  - Players' homes (to minimise driving times)
  - Hospitals with accident and emergency facilities
  - The organisation's home stadium or headquarters
  - Surrounding facilities and amenities

Large-scale building projects typically involve a number of key phases. Figure 1 categorises these as briefing, design, construction and operational phases. That diagram should be used for guidance only, since the details of each phase may need to be altered to suit specific projects.

Phase 0 – Strategic definition

Review and preparation of the client's requirements, vision and ambition, including the commercial rationale and other core project requirements

Phase 1 – Preparation of the brief

- Definition of objectives and desired outcomes
- Preparation of a design brief, which should include details of the following:
  - Who will use the facilities (players, staff, members of the public, vendors, etc.)
  - Numbers of people in each of those user groups
  - Any specific access requirements (e.g. disabilities)
  - Authorised and unauthorised users
  - Usage patterns and volume of use (utilisation)
  - Planned accommodation
  - Functional requirements (what needs to be adjacent to what, etc.)
  - User flows, access and egress, etc.
  - Privacy and security strategy

Establishment of a feasibility study, which should include details of the following:

- Sporting and regulatory requirements
- Site information and site surveys
- Business plan
- Technology and communication strategies to ensure control of documentation
- Project programme

Establishment of the necessary team (see below for key personnel at this stage)

Putting a team in place

The 'developer' is the club, owner, investor, national association, local authority or government department that is responsible for commissioning the project. The identity of the developer will influence the balance between sporting, community and commercial objectives. It is important for careful consideration to be given to these requirements.

The development of a training centre is an exciting and significant milestone in the evolution of every organisation. Training centres have the potential to showcase the ambition and DNA of an organisation and facilitate transformational change. Consequently, decisions that are taken in the early stages of such projects are vitally important in terms of determining their future success.

As with any corporate initiative, the composition of the team that is brought together to deliver this project is of great importance.

Key personnel

Project director

This person has overall responsibility for guiding the project from inception to completion. This will be someone who represents the developer and whom the developer trusts to act on its behalf throughout the project. The project director will report to a steering group and will need to be able to work with both internal staff and external consultants.

Internal project team

The various roles of the internal team are important in terms of defining what the club/association wants and needs, ensuring the brand is represented in the appropriate way and protecting all of the components that are critical to delivering on the ambitions of the developer. That group of people should include representatives of the club/association's finance, commercial, operations, facilities, marketing, branding and grounds management teams, as well as representatives of players and management.

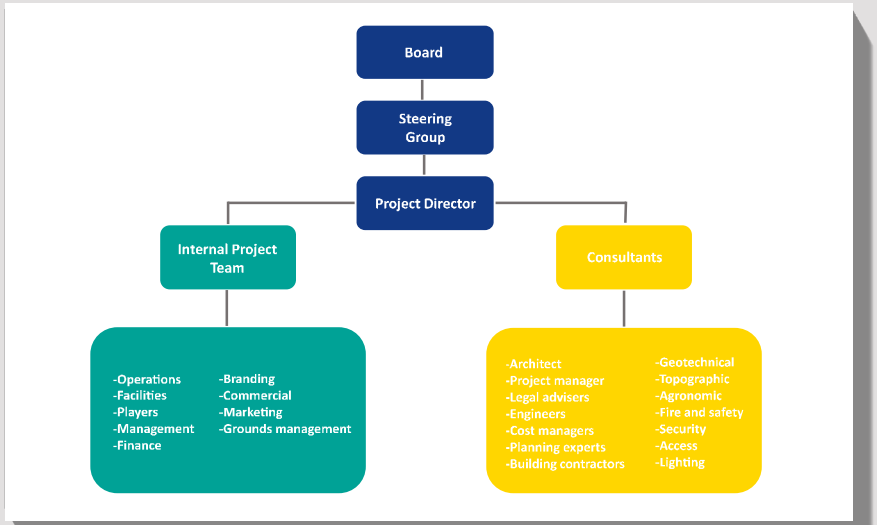


Figure 2. Project team

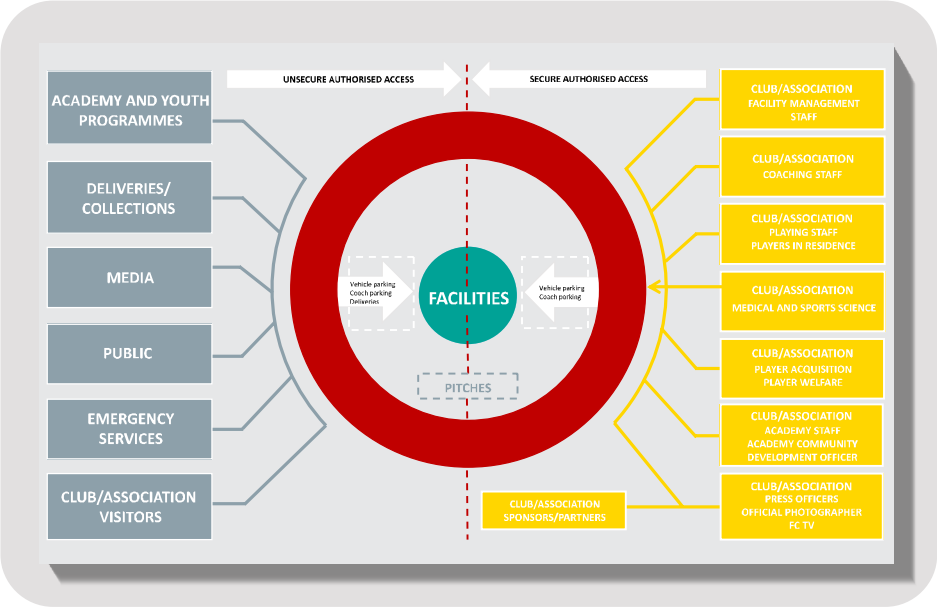


Figure 3. Functional flow: site access

External consultants

A club or association will also need to obtain the services of a number of qualified specialists in order to successfully deliver such a complex project. The developer will need to recruit experts in a broad range of specialist areas, either hiring them all individually or recruiting them in groups through one or more intermediaries. Lead consultants will include architects, project managers, engineers (structural, mechanical, electrical and plumbing), planning experts, cost managers, legal advisers and building contractors. Secondary consultants, meanwhile, will include geotechnical engineers, topographic surveyors, agronomy (pitches) and landscaping experts, fire and safety specialists, security consultants, and access and lighting specialists.

A report should be provided at the end of this stage containing an audit and evaluation of the client's requirements, as well as a brief with a view to initiating the design process.

The images below are examples of the kinds of functional diagram that are typically produced when developing a training centre. They are purely for illustrative purposes, since each training centre will have its own approach.

The diagram left defines 'private' and 'public' access requirements and the associated security perimeter for the training centre.

The diagram below shows site-wide functional relationships, mapping site access and security requirements across the various buildings in the training centre.

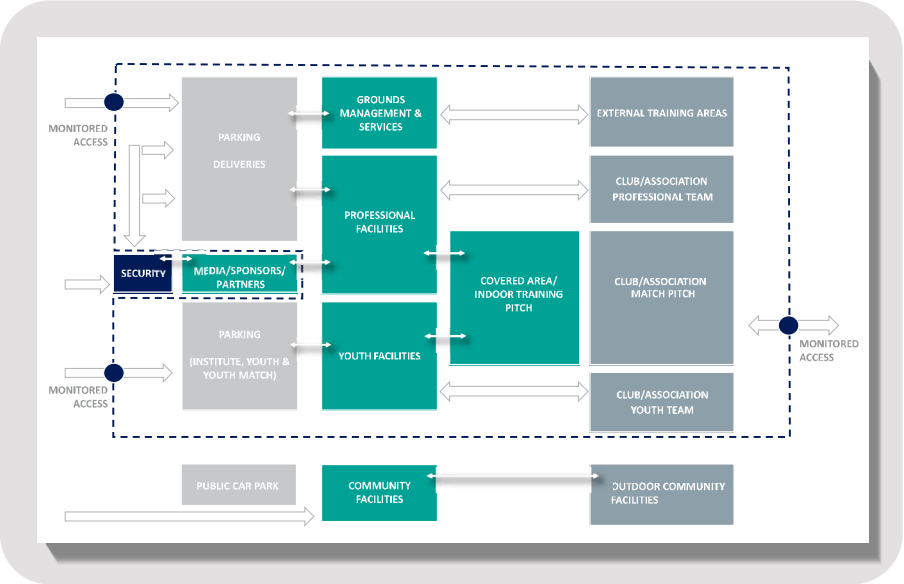


Figure 4. Functional flow: site relations and access model

The diagram below shows the key types of functional space.

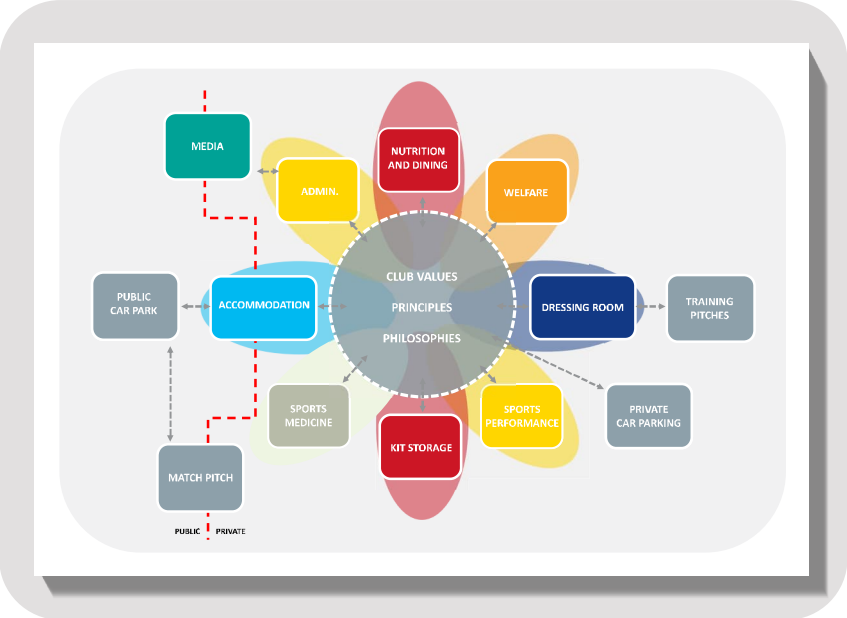


Figure 5. Functional flow: high-level adjacency model

The diagram below maps out the internal functional adjacency requirements of the training centre building.

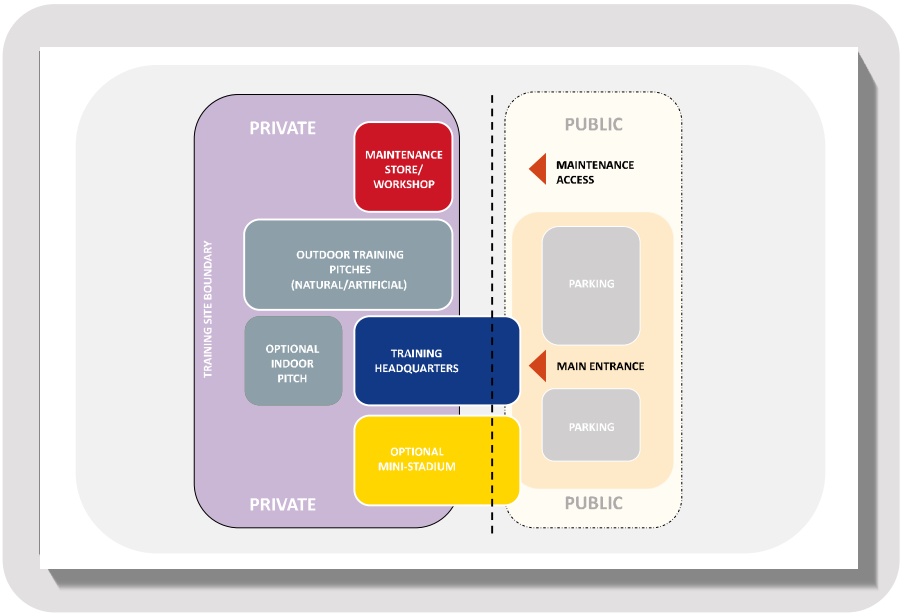


Figure 6. Master plan

The functional master plan is the final stage of this phase and leads into the concept design process. The spatial requirements that are defined during the briefing process are combined with the desired critical functional adjacencies and inter-relationships to form an optimised functional model master plan.

It is still possible at this stage to avoid imposing physical or financial constraints and instead optimise functionality. The functional model maps out all internal and external spaces using a three-dimensional spatial plan that captures all requirements regarding spatial enclosure, volume, functional adjacency, connectivity, views in and out, servicing routes, security, and separation of public and private user groups.

Comparing the functional model with the spatial and adjacency requirements provides confirmation that the key requirements in terms of space and inter-relationships between specific functions have been achieved in order to meet the needs of each of the project's stakeholder groups.

The three-dimensional nature of the functional model also enables the client to begin to imagine how the relevant spatial arrangements might work in practice.

Phase 2 – Design development

- There are multiple phases within the design development process for infrastructure projects. These will generally follow 3 phases and should be approved by the client at each phase.

Phase 3 – Construction works

- On-site construction and off-site manufacturing
- Management of change orders and construction programme
- Site inspections, progress review, and health and safety review
- Cost management
- Submission of 'as built' information

Phase 4 – Handover and end of project

- Handover of building and end of building contract
- Closing-out of cost plan
- Finalisation of 'as built' information

Phase 5 – Use of facilities

- Implementation of operations plan, together with required services
- Review of project performance and outcomes
- Compliance with planning conditions

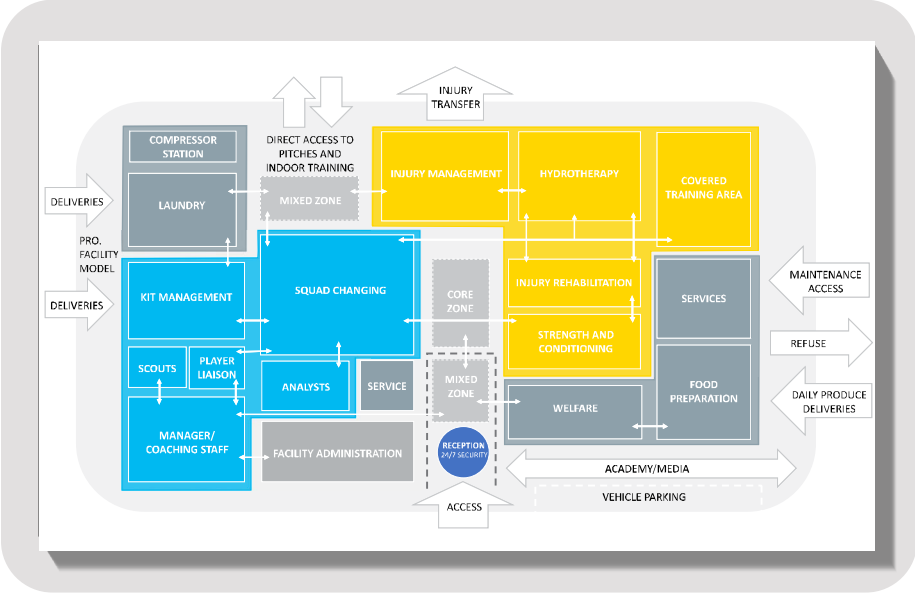


Figure 7. Functional flow: detailed functional model

Concept design

- Prepare concept design and outline structural and building services design, technical requirements brief, preliminary cost information, initial procurement strategy (note: depending on the procurement route, certain phases may overlap or run concurrently) and project programme (overall time frame and key milestones for the project), as well as pre-application for planning approval
- Assess risk and obtain specialist input from consultants
- Refine and develop business plan. What is affordable? Need for a realistic balance between aspirations, requirements and finances
- Produce final project brief and report

Development design

- Detailed architectural design process, including updated structural and building services design, cost plan and design programme
- Review design against building regulations
- Value engineering of the design and project if required (which may continue into next phase)
- Development of operations plan
- Implementation of change control procedures
- Prepare and submit planning applications

Technical design

- Complete technical design, including all architectural, structural and building services information (with input from specialist consultancy services)
- Review of project delivery plan
- Application for building inspections
- Updates to risk assessments, construction plans, and health and safety strategy
- Procurement of contractor

2.2 BENCHMARK PROFILES FOR TRAINING FACILITIES

This guide has established the following benchmark profiles for training centres in order to create a framework in which to set out details of facility requirements.

i. Professional level
   1. International
   2. Professional A
   3. Professional B

ii. Youth level
   1. Youth A: foundation phase (8 to 11 years)
   2. Youth B: youth development phase (12 to 15 years)
   3. Youth C: professional development phase (16 to 21 years)

These profiles are detailed separately, so that a club/association can select the 'modules' that best reflect its overall football programme and factor them into the requirements for its facility. Some modules may ultimately end up sharing the same space, given the limited need for exclusivity, potentially with dedicated time slots for the various user groups. However, this guide recommends that clubs and associations look at each area individually before seeking to identify efficiency savings.

This guide draws a distinction between three different categories of youth player, who all need different things from a training facility. In most cases, they can be combined and regarded as 'academy requirements', but clubs or associations may differ in terms of the age of their youngest youth players.

Across all youth categories, a major differential relative to professional level is the need to host matches and tournaments at the training facility.

This framework seeks to show the factors that a club or association will typically need to take account of as regards the functional requirements of its user groups, but it does not represent an exhaustive list.

Sample details are provided below, using the example of reception facilities, with a complete list of all functions contained in Appendices 9.2 and 9.3.

	Professional level		
	International	**Professional A**	**Professional B**
	Catering for the world's top players	*Catering for elite professionals*	*Catering for other professionals*
Key user groups	Who are the key users of this area?		
Secondary user groups	Who else might occasionally use this area?		
Key functional requirements	What are the main functions of this space?		
Number of users	How many people are likely to use this space?		
Operational hours (peak)	When is this space most likely to be used?		
Key facilities	What specific facilities should be included in this space?		

Table 1. Reception – professional level

	Professional level		
	International	**Professional A**	**Professional B**
	Catering for the world's top players	*Catering for elite professionals*	*Catering for other professionals*
Key user groups	Players // Football staff // Club or association media		
Secondary user groups	External media // Deliveries and suppliers		
Key functional requirements	Registration // Accreditation // Schedule information // Orientation // First impressions		
Number of users	100–150	60–100	40–80
Operational hours (peak)	24 hours (07:00–17:00)	24 hours (07:00–17:00)	24 hours (07:00–17:00)
Key facilities	Reception desk // IT and phone // Access control // Digital signage // Orientation signage // Male, female and disabled toilets // Waiting area with suitable furniture // Refreshments // Public Wi-Fi		

Table 2. Reception – professional level

	Youth level		
	Youth A	**Youth B**	**Youth C**
	Foundation phase (8 to 11 years)	*Youth development phase (12 to 15 years)*	*Professional development phase (16 to 21 years)*
Key user groups	Players // Parents or guardians // Academy or association staff		
Secondary user groups	Wider club or association staff // Schools and external educational providers // Deliveries and suppliers		
Key functional requirements	Registration // Accreditation // Schedule information // Orientation // First impressions // Note: Likely to be used in the evening during the week, with matches at weekends		
Number of users	60–90	80–150	60–90
Operational hours (peak)	24 hours (14:00–22:00)	24 hours (09:00–22:00)	24 hours (07:00–17:00)
Key facilities	Reception desk // IT and phone // Access control // Digital signage // Orientation signage // Male, female and disabled toilets // Waiting area with suitable furniture // Refreshments // Public Wi-Fi		

Table 3. Reception – youth level

3 Benchmarks

The table below details various training centres at club and national level that serve as benchmarks in this regard. This guide also contains photos of other organisations' training facilities.

Professional level			
International	**Professional A**	**Professional B**	**Youth level**
St George's Park (English Football Association)	AZ Alkmaar	Hibernian FC	AFC Ajax
Real Madrid CF	OGC Nice	Vitesse	SL Benfica
Manchester City FC	Southampton FC		RB Leipzig
Juventus			

Figure 8. Examples of training campuses (professional and youth level)

4 Training facilities

4.1 INTERNAL FACILITIES

4.1.1 Safety and security

4.1.2 Reception
Reception desk, toilets, lounge/waiting area

4.1.3 Dressing rooms
Players' dressing rooms, staff dressing rooms

4.1.4 Medical and treatment
Doctor's consultation room, emergency medical facilities, physiotherapy, anti-doping, general consultation rooms, rehabilitation

4.1.5 Training, testing, rehabilitation and recovery
Gym, performance testing and laboratories, hypoxic chamber, hydrotherapy, cryotherapy, nutrition/refuelling

4.1.6 Indoor skills rooms

4.1.7 Specialist working areas
Performance analysis, briefing area/auditorium, identification/recruitment of talent, player welfare, education facilities (classrooms), media and press facilities

4.1.8 General working areas
Offices, open-plan workspaces, meeting areas, break-out areas

4.1.9 Lounges and hospitality
Players' lounge, lounge facilities for parents/guests

4.1.10 Kitchen and dining facilities
Kitchen facilities, dining area

4.1.11 Accommodation

4.1.12 Operations and site management
Kit store, boot room, boot storage and repair facility, laundry and kit management, storage (nutrition/medical items, match equipment), multi-faith facilities, technology, facility management

4.1.1 Safety and security

It is the responsibility of the club, association or operator to make the safety of all those visiting the venue paramount. When it comes to planning, there is no room for complacency, and all relevant emergency services and local authorities should be consulted.

Every area of the training centre (including perimeter control, access and exit points, offices, and all player and media areas) should fully comply with all national and local regulations and standards as regards both fire protection and health and safety.

Clubs and national associations – and, of course, UEFA itself – have gone to great lengths to ensure that all modern venues achieve extremely high levels of public safety.

Key safety and security requirements:

- Fire safety and prevention
- Structural safety
- Architectural design
- Operational safety
- People management

Training centres can be complex venues, as a result of a number of factors:

- The value of elite players and the high levels of interest in their movements on the part of fans and the media
- The wide range of age groups on-site and the levels of care and attention that need to be given to youth and senior players alike
- The presence of fans, parents and visiting teams on-site, resulting in spectator management issues (with increasing numbers of youth team matches being played at training centres)
- The need to comply with all relevant local regulations where venues contain accommodation for both adults and youth players
- The need to manage visitors' access to the site
- The special access and coordination arrangements that are required by the emergency services

4.1.2 Reception

4.1.2.1 Reception desk

The reception area is the public/private face of the facility. It showcases the organisation's brand and ambitions and is the point at which a distinction is drawn between unauthorised members of the public (agents, the media, deliveries, parents, etc.) and authorised personnel e.g. players and staff. Consequently, the reception area should have an access control system (controlled from the reception desk) separating the public and private areas of the training facility. It is worth noting that players do not typically like carrying access cards, so it may be necessary to implement a suitable alternative access control system. There may also be a need to place control panels for safety and security systems behind the reception desk if no other area is provided.

Figure 9. Example of a reception area (Professional A)

4.1.2.2 Toilets

As a minimum, one accessible unisex toilet should be provided in the reception area, so that guests and delivery/service personnel can have access to toilet facilities without compromising the security of private areas of the training centre.

4.1.2.3 Lounge/waiting area

Since this area is the public face of the training centre and, by extension, the organisation and its brand, it is important to think about how people will feel while sitting in it. You might, for example, want to consider providing comfortable seating, a drinks station and audiovisual facilities, since guests, family members and agents may have to spend hours waiting here for players.

Design criteria

- This area should be welcoming, inviting, light and airy – potentially double the normal ceiling height (at least in part).
- There should be a large reception desk accommodating one or two receptionists/security personnel as a minimum. The reception area should also have built-in lockable storage, an area for receiving mail, packages and dry cleaning, and space for security/CCTV equipment (not visible to guests).
- This area should be inspiring for players arriving at work and showcase the organisation's brand to players and staff. It should be possible (via technology) to change those messages on a regular basis to continue inspiring players and prevent sterility.
- Consideration should be given to the size of the reception area, as although players and staff will arrive individually for example, prior to getting on the coach. Similarly, visiting teams may well arrive or leave en masse when they come to the centre for a match.
- Provide space to celebrate and display memorabilia and trophies.
- Provide a seating area with a coffee station, a fridge and audiovisual facilities for waiting visitors, family members, friends and agents. This will depend on the policies of the relevant association/club and the level of access that unauthorised personnel and visiting clubs have at the training facility.
- Consideration should also be given to the environment and the need to shield receptionists and the waiting public from the weather (both hot and cold). Good temperature control is key in this area.
- On a day-to-day basis, there will be times when the entire squad (ca. 30 players) congregates in that area –

Materials
Careful consideration is required when deciding which materials to use for the main reception area. This is the front door to the organisation and will make the all-important first impression. Consequently, its quality and values should reflect the brand and operational style of the organisation in question.

Flooring
High-quality non-slip flooring for main entrance area, potentially with different materials (ceramic tiles, carpet, wood, etc.) for different zones.

Walls
Blockwork walls, painted plaster finish, club logo/branding, photos showing club history, display cabinets for trophies, etc.

Ceiling and lighting
Painted ceiling, suspended fibre tiles, timber fins, shadow details with feature lighting, etc.

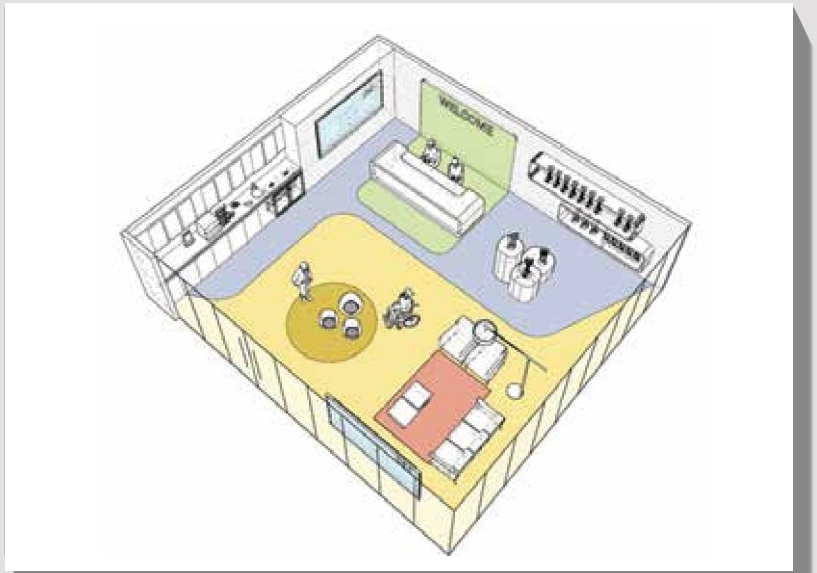


Figure 10. 3D sketch of a reception area

4.1.3 Dressing rooms

4.1.3.1 Players' dressing rooms

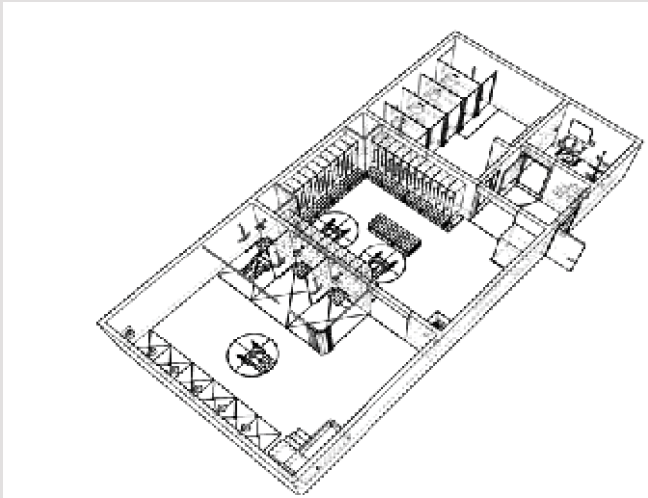


Figure 11. 3D sketch of a dressing room

Dressing rooms are permanent features that can be regarded as players' offices. After all, this is where they start and end each day at the training centre. Consequently, the design for this area represents an opportunity to motivate and inspire those players. Dressing room designs vary greatly across the various age categories and levels of the game with significant differences, for example, between an international dressing room and a youth-level away dressing room.

Clubs and national associations typically use their dressing rooms as an opportunity to showcase their brand and the personality of their organisation, as well as seeking to inspire players, e.g. younger players who want to get into the first-team or senior dressing room.

Clubs and associations need to think about the specific user groups that will be using the dressing rooms, without limiting them on the basis of the age, gender or mobility levels of players. All dressing rooms should be accessible spaces, with toilet, shower and dressing facilities for disabled and/or injured players.

It is advisable for dressing rooms to have direct access to – and therefore be adjacent to – players' primary functions (e.g. the gym, the physiotherapy/ medical suite, hydrotherapy facilities and the access route to the pitch).

Design criteria

- A central island for waste and laundry, drawers for lotions, sprays and strapping, and a work surface for drinks and snacks.
- A bench area for pre-training strapping, and a post-training compression recovery area.
- Technology allowing the collection of player welfare data and performance data.

Flooring
Generally non-slip rubber/synthetic/ceramic flooring, with a textured finish in dry areas and non-slip ceramic floor tiles in wet areas; potentially underfloor heating in suitable environments

Walls
Blockwork wall, hard plaster, vinyl silk emulsion finish, and ceramic wall tiles in wet areas

Ceilings
Suspended removable moisture-resistant mineral fibre tiles

Fittings
Shower cubicles (including a wheelchair-accessible cubicle), toilets should have urinals, basins, benches/seats and lockers

Senior dressing rooms should have islands to place food and drink on, as well as laundry and rubbish bins. Dressing rooms should also have vanity units with mirrors and hairdryers.

Lockers should reflect the brand and operational style of the organisation and should have:

- a hanging section and shelves
- power and internet access for phones and tablets
- interchangeable name plates
- locks or a lockable section
- slow-closing doors and high-wear hinges (with no finger pinch points)

Performance

Dressing rooms should be brightly lit, have good temperature control and be well ventilated throughout.

Consideration should be given to the layout of the locker area to promote communication between players and coaches.

Technology should be integrated into the design to facilitate performance analysis and allow coaches to present content. For example, a large TV or smart board should be positioned in a place where all players can see it (so the coach can use it in briefings) and should be connected to the performance analysis system.The incorporation of audio options to allow the team to access and play music is also important.

Interfaces

Plumbing (water supply and drainage), lighting, electricity supply, mechanical ventilation.

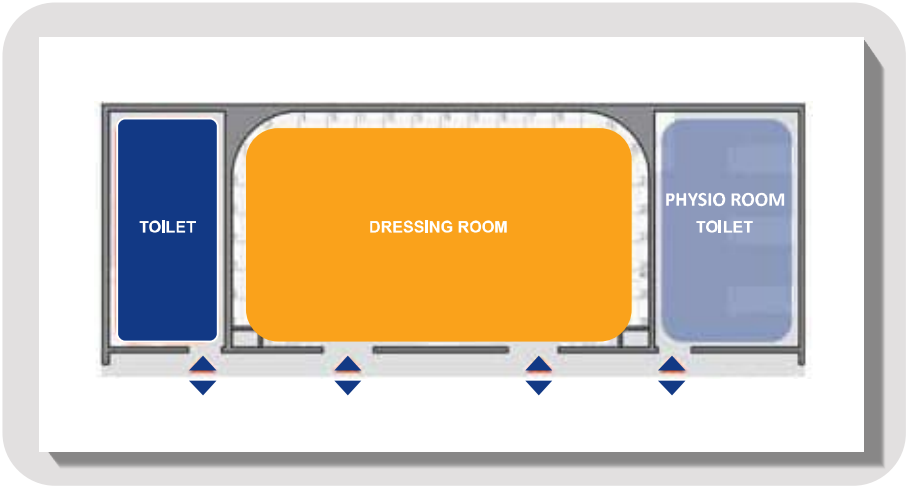


Figure 12. Plan of a typical dressing room

4.1.3.2 Staff dressing rooms

Dressing rooms should also be provided for coaches and other staff (both male and female). Such facilities should cater for the total number of coaches and other staff at the training centre, plus a 10% buffer for the purposes of future-proofing. Those facilities should be well lit and airy, with good ventilation.

Toilets, urinals, washbasins/sinks and showers should be separated from the locker area by doors and should have their own air supply/extraction systems.

Soap dispensers, air hand dryers and antibacterial hand gel dispensers should also be provided.

The locker room should have a vanity unit, a large floor-to-ceiling mirror and permanent wall-mounted hairdryers.

Tiles on the floor should be non-slip and easy to clean.

Lockers should have a hanging section and a shelf and should be fully lockable. Seating areas should be soft and padded. Lockers should be the height of the room (i.e. from floor to ceiling) to prevent items from sliding underneath them or being placed on top of them (thereby collecting dirt). Lockers should have slow-closing doors with the highest-quality hinges (and no finger catch points).

There should also be a TV with live television, which should be linked to the player analysis system.

Careful consideration needs to be given to the selection of material finishes for floors, walls, ceilings and fittings to ensure quality and suitability for the relevant areas.

Figure 13. Example of a dressing room (International)

Figure 14. Example of a dressing room (youth level)

4.1.4 Medical and treatment

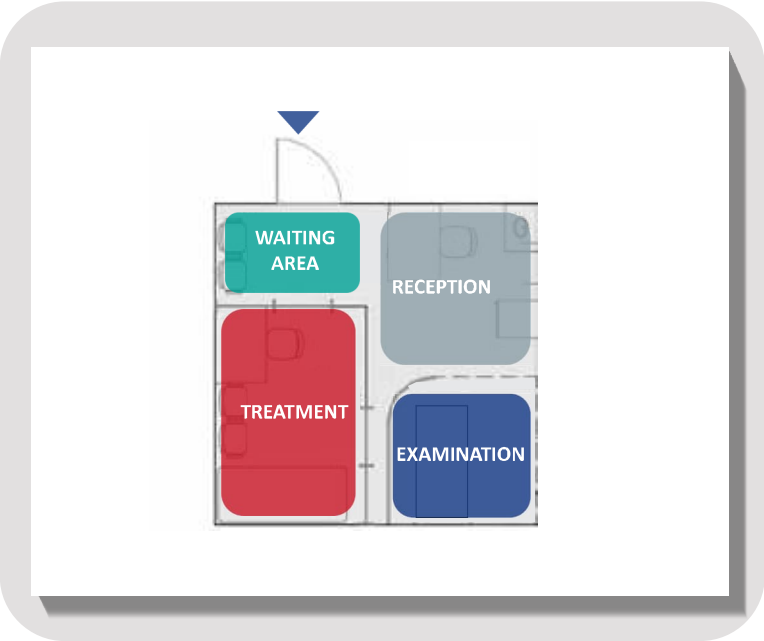


Figure 15. Plan of a consultation room

4.1.4.1 Doctor's consultation room

The doctor's consultation room should be adjacent to the physiotherapy area, creating a medical suite. This is where the doctor will examine players, so it should be private but accessible.

The doctor will require a desk, a chair, a telephone, a computer (with a large screen for examining radiographs), a printer, a chair for patients and an examination bed with a modesty curtain.

The room will also require medical-grade storage facilities for pharmaceutical products, a glass-fronted medical fridge with temperature control, a portable examination lamp, and a sink with medical elbow taps and a splashback.

The floor should be medical-grade easy-clean vinyl with cove skirting. Easy-clean white rock cladding or tiles should be used for the walls. The room should be well lit, using diffused lighting, rather than spotlights.

4.1.4.2 Emergency medical facilities

The emergency medical room should be easily accessible from the various pitches and close to the dressing rooms. Ideally, it should be on the same level as those pitches – and if not, access should be via low-gradient ramps, rather than steps.

If the club or association will have a medical buggy (mobile cart) positioned at pitchside, those emergency facilities will ideally have automatic double doors to facilitate access from outside. Those facilities must, in any case, be able to accommodate a stretcher entering and exiting the room. The room should also have double-door access internally and be conveniently located as regards access to the ambulance area.

Careful consideration should be given to the route that will be taken from the pitch to the emergency medical room and from the emergency medical room to the waiting ambulance. Moreover, in more serious circumstances it may be that the player is taken directly from the field of play by ambulance or medical helicopter. Consideration should be given to all of these routes during the design phase.

Flooring should be medical-grade, easy-clean, non-slip vinyl with cove skirting. The walls should be medical, easy-clean white rock-type cladding/tiles. Lights should be bright, but not spotlights. There should be two beds and one station (console plus stool), together with a portable investigation lamp, medical storage units, a medical sink unit with elbow taps and a lockable drugs cabinet.

The medical room must be fully equipped with all necessary medical equipment. For details of that equipment, please refer to Article 13 of the UEFA Medical Regulations (2017 edition).

In addition, the equipment that will be placed at pitchside during training/matches may also be stored in the emergency medical room when not in use (if no other storage is provided). Details of all equipment that must be placed at pitchside can be found in Article 10 of the UEFA Medical Regulations (2017 edition).

Medical equipment will need to cover the entire facility and all user groups. Proper advanced cardiac life support (ACLS) equipment will be required (including automated external defibrillators (AEDs) and oxygen), as will emergency medication.

The required number of AEDs should be calculated for each building. This will involve measuring the mean response time for the longest distance that needs to be covered in the case of a sudden cardiac arrest (SCA) in each part of the facility.

AEDs should be distributed across the training centre (or placed with mobile emergency responders) in such a way that an AED can always be retrieved within three minutes of someone collapsing and defibrillation always begins within five minutes.

The location of those AEDs should be clearly marked and adequately signposted. AED batteries should be checked on a regular basis. ACLS-related medication should be provided, in line with the protocols of the local emergency medical services. You may also wish to consider providing stretchers, wheelchairs and stair chairs to assist with the transporting of patients.

4.1.4.3 Physiotherapy

This area should be near to the players' dressing rooms. The number of bed stations (bed, console and wheeled stool) should be appropriate for the size of the squad. Beds should have modesty curtains for women.

Flooring should be easy-clean, medical-grade vinyl with cove skirting.

There should be a mirrored area for analysing movement.

A large amount of storage is required, with a combination of cupboards and drawer units below work surfaces and wall-mounted cupboards.

A medical sink is also required, with elbow taps, a splashback and very hot water.

A laundry bin will be needed, given the large number of towels that will be used in this area.

An ice-making machine (complete with storage bags) will need to be integrated into units.

Lighting should be bright, but without using spotlights (i.e. diffused lighting).

The physiotherapy suite should have single-door access to the area where the dressing rooms are located and should be within sight of facilities such as the hydrotherapy, pre-activation and rehab areas.

Figure 16. Example of a physiotherapy room (Professional A)

4.1.4.4 Anti-doping

The area dedicated to doping controls should be able to accommodate between 6 and 15 players. Different testing authorities test different numbers of players during their unannounced visits and may bring between four and six approved doping control officers (DCOs).

This area should be secure and have a reception/waiting area with enough chairs for all the players that are being tested (i.e. 6 to 15). That waiting area does not need to have a direct view of the toilets; however, it must be clear of all operations and be private. That area will be monitored by one of the DCOs.

Figure 17. Doping control area – typical layout

The tests comprise the following:

- 1 x blood test (1 DCO, 1 desk and 1 chair)
- 1 x urine test (2/3 DCOs, 2/3 desks, 2/3 chairs)

The toilet testing area requires a minimum of one urinal and two toilets. The toilet cubicle areas should each accommodate a player and a DCO with the door closed. There should be two hand basins with soap dispensers, paper towels and a bin, as well as a work surface for samples.

Doping control environments should cater for both male and female players. Moreover, doping controls for youth players are subject to a specific protocol, whereby a club or association representative will witness the doping control alongside the testing authority in an open-door arrangement.

The waiting area and toilets can be used for other purposes outside of doping controls. During doping controls, however, these areas are to be made private and secure. Players in the waiting area should have access to drinks to allow them to hydrate.

4.1.4.5 General consultation rooms

These should be adjacent to the physiotherapy room, with access from that room. These rooms are private areas for treatment/therapy and will be used by a whole range of different medical professionals (squad doctors, nutritionists, psychologists, masseurs, osteopaths, chiropodists, dentists, etc.).

Each room should have a single bed station (bed, console and stool), a medical washbasin with elbow taps and a splashback, a work surface around the sink for preparing treatments, and cupboard storage under the sink. It should also have lockable cupboards and cabinets.

The flooring should be easy-clean, medical-grade vinyl with cove skirting.

Lighting should be bright, without using spotlights (i.e. diffused lighting), and there should be a dimmer option.

Each room should also have a TV and audio facilities, as well as a desk and chair.

Figure 18. Example of a consultation room

Figure 19. Example of a rehabilitation area (Professional A)

4.1.4.6 Rehabilitation

This area should be adjacent to the physiotherapy room. It will often be incorporated into the gym or serve as an annex to the physiotherapy room. The rehabilitation area should have natural light, ideally with a view of the pitches, and should have double the normal ceiling height.

Rehabilitation equipment evolves over time, with new technology constantly coming to market. Consequently, the organisation's medical team will need to be consulted as regards the equipment that is installed in this area.

The material used for flooring will need to be a non-slip, low-abrasion product. It will need to be hard-wearing, with a long life span, but will also need to have shock-absorbing qualities to protect players on impact.

4.1.5 Training, testing, rehabilitation and recovery

4.1.5.1 Gym

At most training centres, the strength and conditioning equipment in the gym will be used by multiple squads, as well as support staff. Consideration should be given to the number of players who require access and the way in which that access is scheduled.

The requirements of youth players are different from those of adult professionals, so their gym equipment is often located separately.

Gym equipment will also be subdivided into areas for pre-activation/functional movement, strength/power, cardiovascular fitness, suspension equipment, free weights and Olympic lifting.

The use of technology to assess players' performance is now commonplace in most clubs and national associations. Consequently, the possible integration of technology should be carefully considered during the design phase.

The gym should ideally be directly adjacent to the dressing rooms (and certainly on the same floor – ideally the ground floor), facilitating easy access for players.

A softer shock-absorbing floor will be required in functional areas of the gym to reduce the impact on players on contact. However, a second floor surface may be required if the gym has a sprint track or an area for bounding or sled pushing. If multiple surfaces are used, it is essential to coordinate their heights to ensure a single level surface and avoid trip hazards.

It is important that the gym is light (natural daylight) and has double the normal ceiling height for work above the head. The ceiling height should be maximised to ensure adequate space for equipment and jumping exercises. Players will also benefit from having direct access to indoor and/or outdoor pitches.

One of the gym's walls should be strengthened for impact resistance work, and the gym should have a storeroom for equipment.

The gym should have a music system, a TV (both for general viewing and for filming functional movement, etc.), a computer and iPad connectivity. Temperature controls in the gym should be independent of the rest of the building and zoned to allow flexibility within that area. There should be branded walls and mirrors in appropriate locations, integrated hydration fridges or water fountains and an area for staff to record and collect data.

Figure 20. Example of a gym (International)

Figure 21. Example of a gym (Professional B)

Figure 22. Example of a gym (youth level)

4.1.5.2 Performance testing and laboratories

Clubs and national associations approach the assessment of players' performance in many different ways, using everything from welfare questionnaires to physical tests (assessing strength, speed, power, agility, balance, etc.). As part of those assessments, they may also look at players' body composition, blood, urine, cardiopulmonary capacity, skeletal system, neuromuscular function, biomechanics and cognition.

The environment in which performance assessments are conducted is important for the integrity of the data that is collected. Each country will have its own standards in this regard, which should be consulted when designing such facilities.

4.1.5.3 Hypoxic chamber

This laboratory-grade room will simulate a hypoxic (low-oxygen) environment – and potentially other types of environment as well.

This room should be large enough to accommodate specific equipment specified by the sports science team. The hypoxic environment is not on at all times, so this room can double up as a laboratory for physiological and physical testing. This room should be either within or adjacent to the gym.

4.1.5.4 Hydrotherapy

This area, which should be adjacent to the players' dressing rooms, will house a number of water-based recovery facilities. Such recovery options vary greatly from training centre to training centre, ranging from a simple cold plunge pool to a full hydrotherapy suite.

The hydrotherapy area will also need a separate room to house the workings of the pools – pumps filtration, etc.

Examples of recovery facilities:

- Large pool
- Hot/cold plunge pools
- Underwater treadmill (potentially with underwater cameras and adjustable floor heights)
- Flow pool with resistance water jets
- Jacuzzi/hydro pool
- Relaxation lounge
- Sauna/steam room

The hydrotherapy area will also need a separate room to house the workings of the pools – pumps filtration etc.

Figure 23. Example of a hydrotherapy area (International)

This area should be well lit and have a high-quality non-slip floor.

A storage area will be needed for players' flotation suits (which will be wet and heavy after use) and other equipment. All hydrotherapy facilities should have separate control panels and the relevant stop switches for safety purposes. As a rehabilitation, training and recovery area, the hydrotherapy suite will ideally offer players a view of the pitches outside or an alternative vista and allow the appropriate staff to see into the area.

4.1.5.5 Cryotherapy

Cryotherapy facilities should form part of the recovery area and should be adjacent to the hydrotherapy area and the dressing rooms. In addition to the room with the cryotherapy chamber(s) in it, you will also need a separate plant room. There is a wide range of products on the market, and the choice of product will have a significant impact in terms of both operations and design, especially as regards the plant room. For example, some products require liquid nitrogen, while others are electrical, and they each have their own specific requirements. It is advisable to decide on the product during the detailed design phase.

Figure 24. Example of a cryotherapy chamber (International)

4.1.5.6 Nutrition/refuelling

A nutrition/refuelling station should be positioned on players' route out to the pitches. This is where pre- and post-training food and drink will be prepared and distributed (potentially prior to being taken to individual lockers within the dressing room).

This room should have low-level kitchen storage units, with a worktop around the perimeter of the room for preparation purposes. It should also have high-level cupboard storage, as well as floor-to-ceiling storage options. It should have a double sink with high taps for filling and washing water bottles and preparing drinks.

This room should have a double-height glass-fronted fridge with both rear and front access. That fridge should be positioned with the front facing outwards into the corridor, i.e. facing passing players. Hygiene regulations will need to be considered if any food is brought into this area, e.g. fruit for making smoothies. With this in mind, you might want to consider keeping players out of the preparation area.

Bottle fridges should be sufficient to accommodate the number of players at the facility who will require this type of service.

This room will also need a commercial dish-washer for washing water bottles.

The room should have a non-slip vinyl floor, plaster-board walls, and standard lighting and ventilation.

4.1.6 Indoor skills rooms

Skills rooms are used for organising multi-purpose activities as part of the preparation and rehabilitation of players. Such areas typically consist of rooms for individual or small-sided games (football tennis, basketball, short tennis, etc.) or purpose-built training rooms (e.g. the 'Footbonaut').

Consideration should be given to the floor surface (and the footwear that will be required), the potential need to reinforce walls, ceiling height, the storage of equipment and circulation space. Temperature controls should be independent of the rest of the building and zoned to allow flexibility within this area. There should be integrated hydration fridges or water fountains and good access for emergency services in the event of injury.

Figure 25. Futsal court (International)

Figure 26. Example of an indoor skills room (youth level)

4.1.7 Specialist working areas

Recent developments in the training and preparation of teams have given rise to specialist functions that, in turn, require specialist working areas. These fall outside the core 'performance' space where players train, but are highly likely to be used by players and team management as they interact with specialists working for the relevant club or association.

4.1.7.1 Performance analysis

A working space for the analysis of performance (training and matches) should accommodate all performance analysis staff, with sufficient desk space, plugs, internet cables and lighting for analytical work. That space can also serve as a 'workshop' where analytical presentations and/or player and team feedback are prepared by members of club/association staff, analysts and players prior to formal feedback being given in the briefing room. Consequently, there should also be comfortable seating (not at desks) where collaborative work can take place.

Finally, consideration should be given to the storage of key fixed and mobile equipment for the capturing of data/video as part of the performance analysis team's duties. Given the confidential and sensitive nature of this information, an access control system should be put in place for this room.

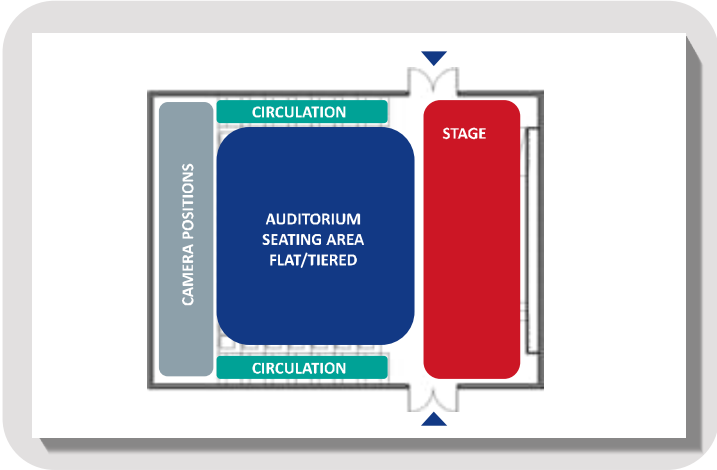


Figure 27. Generic plan of auditorium

4.1.7.2 Briefing area/auditorium

The club/association will need an area where players and support staff can be briefed. This could be a multi-function meeting area or it could be a tiered auditorium. That area could also be used for pre-match media conferences, commercial conferences, or education and training seminars, or it could be used as a cinema. If the area in question is a multi-purpose space, chairs will need to have fold-away tables. Excellent lighting and independent temperature control will also be required. The audiovisual solution will need to be connected to the IT and audiovisual systems used elsewhere in the training centre and will need to provide for the above-mentioned functions. If a multi-purpose space is used, it will be necessary to erect a stage and/or desk at the front, while ensuring that people's views of any screens are not impaired. Special consideration should be given to the area's acoustics, sight lines and lighting.

Figure 28. Example of an auditorium (International)

4.1.7.3 Identification/recruitment of talent

Office and private meeting space needs to be available to facilitate the recruitment and talent identification operations of the club or association. Such teams typically have large numbers of remote scouts based in other locations, who report to the club or association for scheduled meetings. Meeting facilities should therefore be able to accommodate times when all staff are in attendance, without creating large empty and costly spaces when they are not.

Talent identification and recruitment work involves both an administrative component (planning of fixtures, ticket requests, writing of reports, etc.) and a strategic component (succession planning, player assessment and filtering). Consequently, a club/association will need both office space and a private meeting area, so that both types of work can happen simultaneously.

Office space should have a 'hot desking' capability, with sufficient access to power and the internet.

Given the large amounts of monitoring and planning that are involved, there will need to be wall space for displaying key information and relevant data feeds (e.g. football newswires). The environment should be conducive to communication and cooperation, rather than solitary working practices.

The meeting space should have a boardroom table seating eight to ten people with excellent audiovisual capabilities for watching footage of games, presentations and analysis. In addition, separate audiovisual facilities or whiteboards should ideally be available in order to carry out brainstorming or strategic planning, or track progress. Again, given the confidential and sensitive nature of this information, an access control system should be in place for this room.

4.1.7.4 Player welfare

Player welfare staff should be based in an office adjacent to the players' break-out and social areas to facilitate personal communication and organisation of players. This office should be easily accessible from the players' lounge, making it easy for players to seek support. It is important that there is also a secure, private space where discussions with players can take place.

This room should have sufficient desk space and workstations to accommodate all members of this team.

4.1.7.5 Education facilities (classrooms)

Depending on the age group in question, the relevant academic requirements and the training model employed by the club (full-time, hybrid, evenings, etc.), there is likely to be a need for facilities for educational sessions.

These rooms should be flexible, catering for both individual learning (by providing individual workstations, including computers) and group learning in a standard classroom format. Such facilities will be used for various different functions, ranging from formal teaching for youth players to language lessons for professional players.

The rooms should have a full suite of multimedia, audiovisual and IT equipment, including smart boards. That equipment should be linked to the training centre's general technology platforms, so that players can access relevant content if required.

It is also important to ensure that the rooms have good acoustics.

Figure 29. Example of a classroom (youth level)

4.1.7.6 Media and press facilities

The relationship that the organisation wants to have with the media will determine the facilities and access that it provides. The organisation will, for example, have a minimum requirement that it has to deliver as part of the media rights package for a given tournament. This will include media conferences, multimedia interviews, photos and videos.

- **Media conference area/auditorium**
  The club/association will need an open meeting area or a tiered auditorium that accommodates the required number of media representatives. This will vary from match to match, depending on whether the team in question are on the eve of a UEFA Champions League semi-final or a local league match. This room can be used for multiple functions (launching commercial partnerships, education sessions, all-staff briefings, etc.). If the room is a multi-purpose facility, chairs should have fold-away tables, or movable (and storable) chairs and tables should be used. Excellent lighting is required, with clubs/associations advised to consult with local broadcasting partners in this regard. Independent temperature control is also essential (for the purposes of capacity management), as is high-quality audiovisual technology. A desk should be positioned at the front, potentially on a stage if sight lines require it. Special consideration should be given to this area's acoustics, sight lines and lighting.

- **Interview rooms**
  The club/association will also need simple meeting rooms (each accommodating around six people) for post-media conference interviews with appropriate multimedia sources. These rooms should ideally have natural daylight, excellent acoustics and soundproofing.

- **Clubs/associations should also consider providing the following facilities:**
  - Media holding area or lounge for before and after media conferences
  - Green room for pre-media conference preparations
  - Photography room/studio

Figure 30. Example of a media centre (Professional B)

4.1.8 General working areas

Administrative areas of the training centre will, as a minimum, need to accommodate all staff who are directly involved in football operations. However, some organisations also base other departments at their training centre. Indeed, some base their entire administration there, with the exception of people whose work relates to the stadium and matchday operations.

Consideration should be given to the following in this regard:

- Ensuring that the working environment is in line with the culture of the organisation
- The number of offices
- The number of workstations within an open-plan working environment
- The location of administrative staff, so as not to interfere with training

4.1.8.1 Offices

Offices will benefit from having natural daylight. Each office should be separated from other offices using walls to ensure visual and auditory privacy. Each office should have a desk and chair, as well as a TV (with both live television and a player analysis playback capability) that can be connected to a laptop on the desk. It should also have a shelving and storage unit at the back, as well as chairs for visitors and a table. Wall space for whiteboards (dry erase surfaces), charts, etc. is very important and should be maximised.

In terms of equipment, offices may also need a safe, a shredder, a printer, a telephone and a fax machine, depending on the relevant member of staff's position in the hierarchy.

Figure 31. Example of a coach's office (youth level)

Figure 32. Example of an open-plan office area (International)

4.1.8.2 Open-plan workspaces

Large open-plan offices can be used to accommodate staff at individual workstations. In addition to dedicated desks, 'hot desks' can be used for travelling staff and consultants. Desks in such offices should have a cluster configuration to support team or departmental functions.

Each desk will require IT facilities, a telephone, a chair, and a small movable pedestal filing cabinet with both open and secure (i.e. lockable) storage. A central printing/photocopying/mail/stationery room will also be required for all staff.

4.1.8.3 Meeting areas

There are many different ways to approach the issue of meeting spaces at training centres. Training centres have, historically, been less formal, with more ad hoc spaces for meetings, but there is still a need for formal meeting rooms. Consequently, clubs/associations will need a combination of private

Considerations when designing meeting areas:

- Required number of meeting rooms
- The numbers of people in each meeting room to provide scale and flexibility, e.g. 12 to 16 in boardroom, 8 to 10 in large meeting room and 4 to 6 in small meeting room
- Flexible arrangements whereby smaller meeting rooms can open out into larger spaces
- Individual private phone booths with soundproofing

In addition to a table and chairs accommodating the required number of people based on their function, each meeting room can have a wall dedicated to branding and another wall housing a TV set (with both access to live television and laptop connectivity). If required, one meeting room can have audio communication facilities for global conference calls. That room should be adjacent to the large open-plan office, with acoustic separation from that office. Meeting rooms should have carpet, a feature wall, ceiling tiles and higher-spec lighting.

Figure 33. Example of a meeting area (Professional A)

4.1.8.4 Break-out areas

The open-plan office should include an informal space allowing staff to talk to each other and authorised external visitors in an informal environment.

An area of this kind will typically have soft furnishings (bucket chairs, sofas, etc.) and a coffee table and will be the smallest and least formal of the various types of meeting space. To take advantage of external space, natural light and fresh air, these spaces can potentially be outside.

Figure 34. Example of an outdoor break-out area (International)

Figure 35. Example of a break-out area (youth level)

4.1.9 Lounges and hospitality

4.1.9.1 Players' lounge

This lounge should be divided into active areas and relaxation areas. Players are inherently competitive, so even during downtime they like to play competitive games.

The players' lounge will give players an opportunity to recharge their batteries before, after and between performance sessions. Players will relax, access the internet and use social media, but they will also engage in competitive games, e.g. cards, pool and table tennis. This lounge should be adjacent to the dining area in order to provide a break-out hub.

The players' lounge should feature the following:

1. Large TV area for watching news and playing games
2. Quiet area for conversation and social media
3. Competitive games

Figure 36. Example of a players' lounge (International)

Figure 37. Example of a players' lounge (youth level)

4.1.9.2 Lounge facilities for parents/guests

These lounges are important in order to ensure that parents/carers and other guests are properly looked after. Training sessions are often at night, when it may be cold, and parents/carers may be looking after other children at the same time.

The club or association should ideally provide the following:

- A warm, comfortable lounge area with different types of seating (e.g. lounge furniture and tables and chairs)
- Access to food and drink
- Areas where children can play or do homework
- Audiovisual facilities
- Access to male and female toilets with baby-changing facilities

In an ideal world, that lounge will also have a view of the various pitches.

At the weekend, such lounges are often also used to accommodate visiting teams' parents.

They can therefore end up being high-usage areas, so furniture, fittings and equipment need to be easy to clean and hard-wearing.

4.1.10 Kitchen and dining facilities

4.1.10.1 Kitchen facilities

Hydration stations should be provided throughout the training centre. These will take different forms, ranging from a simple water fountain to a glass-fronted fridge containing water and isotonic drinks, or a coffee machine. Protein shakes and smoothies should also be made available. Hydration is an important part of training, preventing injury and facilitating recovery. A player should never have to think about getting hydrated; they should have easy access to drinks at all times.

The training centre should have a fully functioning kitchen tailored to the number of players and staff on-site, serving breakfast, lunch and occasional dinners. That kitchen should be open-plan, facilitating interaction between chefs and players across the counter.

Cooking should often be done on display, making the chefs feel part of the team. The relationships between the players and the various support staff are important in terms of creating a winning environment.

Food is an emotive subject, and it is important to keep its preparation and quality as transparent as possible, while continuing to comply with all local hygiene regulations and requirements. Many different cultures come together to play football, and the dietary requirements of all players should be considered when designing a kitchen and planning/preparing food.

Consideration should be given to the means of delivering goods to the kitchen and removing waste. This should not interfere with the daily operations of the club or association and could, for example, be done outside of core working hours.

The kitchen should have excellent extraction equipment, a dry store, a cold store and a freezer. There should also be a separate area for returning dirty cutlery with direct access to the pot-washing area in the kitchen.

Figure 38. Example of a dining area (Professional A)

4.1.10.2 Dining area

The dining area should have an open-plan design, fostering a relaxed atmosphere for dining and social meetings. Small tables provide flexibility, allowing larger tables to be formed if necessary. The dining area should ideally be large enough to cater for all players and staff at the same time. Alternatively, two different time slots can be organised for staff and players.

The area should have natural daylight – and, if possible, views of the training centre. For this reason, it is suggested that the kitchen, dining and social areas be on the first or second floor (i.e. above ground level). The floor should be easy to clean, and the furniture should be hard-wearing. The dining area should have its own audio system and a large TV. A separate bottle fridge for players and a self-service coffee machine for staff are also advisable.

4.1.11 Accommodation

Accommodation requirements can be divided into three categories:

1. Youth players
2. Professional players
3. Guests/visitors

Youth players will require the most attention, and the organisation will need to decide whether it wants to accommodate those players on- or off-site. There are specific laws and regulations to be considered when housing/accommodating youth players, and those rules must be complied with whether the organisation (i) chooses to operate its own accommodation or (ii) has a third party operate its accommodation. Regardless of the arrangements in place, the club/association always has overall responsibility for the welfare of the youth players in question.

Accommodation for professional players and guests will be similar in terms of set-up, with a range of single-occupancy, double-occupancy and family rooms available.

From a player's perspective, the accommodation will need to be close enough to the training centre's facilities to ensure ease of access, but far enough away to facilitate relaxation, recuperation and mental preparation.

As mentioned above, different types of rooms should be provided for professional players, guests and youth players. This represents another opportunity to foster players' development as part of their aspirational journey. Another point to note is that professional players stay for short periods only, whereas youth players stay for longer periods. The accommodation and welfare areas may reflect this.

Figure 39. Example of a serving area (Professional A)

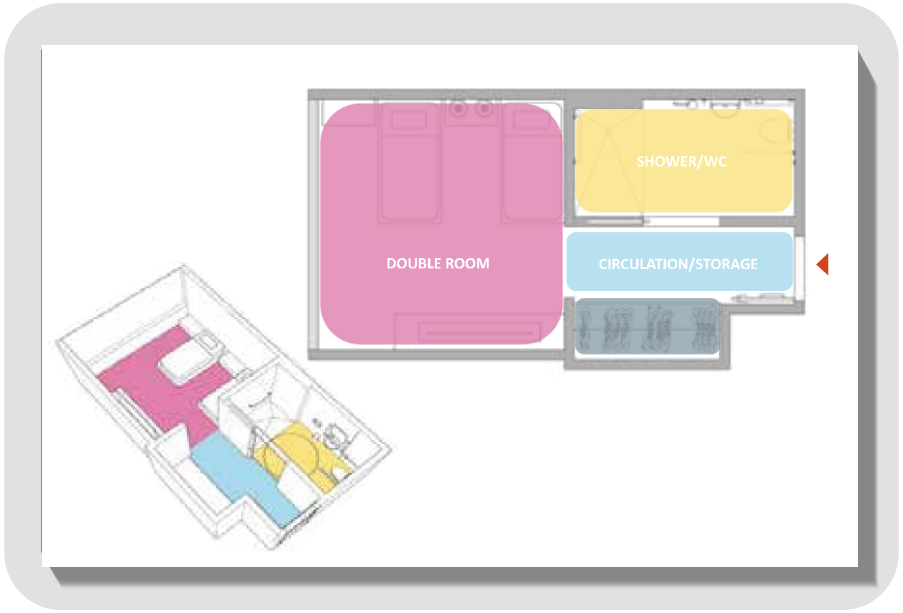


Figure 40. Example of a double room (Professional A)

4.1.12 Operations and site management

4.1.12.1 Kit store

This is a 'back of house' storeroom located near to the delivery service area for ease of access when moving playing and staff kit onto and off buses. This room also needs to have easy access to the dressing rooms for the daily collection and delivery of kit.

The kit room requires wall-mounted shelving tailored to the volume and style of the kit and the storage system used (by player, match, training session, tournament, etc.).

The room also requires a desk, a computer and a telephone for the kit manager and a central island for folding.

The kit room should also have a combination of low-level storage cupboards and drawers, with a work surface and a kit printing station (for names, numbers, badges, etc.).

4.1.12.2 Boot room

The boot room is the place where players remove their muddy boots (and other dirty kit) and change into clean indoor shoes. This is where the dirt stops. It is the last room that players pass through on their way out to training and the first room that they pass through on the way back in again.

This room will require a non-slip vinyl floor that is suitable for all types of studs. It will also need to be well lit and have good ventilation. Boot rooms tend to smell of sweaty boots, so ventilation and fresh air are important. This room will need double doors to cater for large volumes of traffic at specific times.

Wall-mounted boot hooks will be required for all players, coaches and support staff.

Boot hooks should be positioned in such a way that there is space for squad numbers or players' names on or above the hooks. The boot hooks are to be positioned on an accessible wall near a bench (cushioned, with easily cleanable/removable vinyl covers) for players/staff.

Immediately outside of the boot room, there should be an external boot cleaning area, including boot brushes, handrails and an air-blow system. This area could be sheltered beneath a canopy in order to protect players and staff from the weather while they clean their boots.

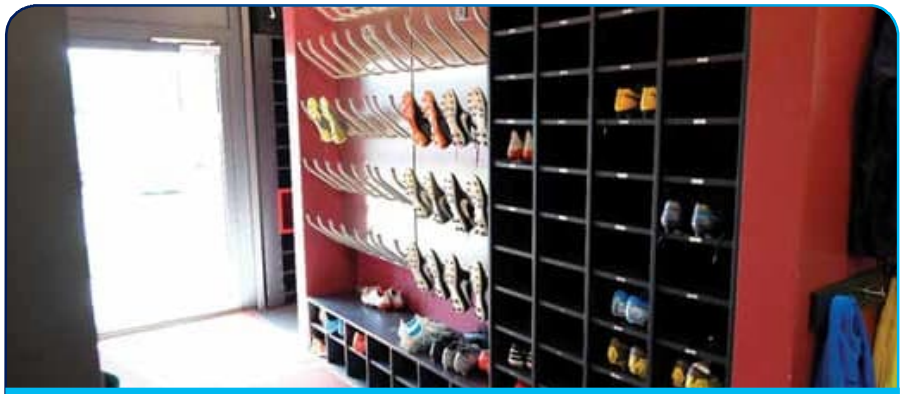


Figure 41. Example of a boot room (youth level)

4.1.12.3 Boot storage and repair facility

Space should be available for storing players' replacement boots along with workbenches for adapting or replacing boot equipment. That storage facility should be able to accommodate at least two spare pairs of boots per player.

Workbenches should have enough working space for at least one person and have easy access to the equipment that is typically used for such work (heat lamp, boot-stretching tools, spanners, glue, etc.), as indicated by equipment managers.

Figure 42. Example of a boot storage and repair facility (Professional B)

4.1.12.4 Laundry and kit management

Laundry services may be managed in-house, or they may be outsourced to a third party. If they are managed in-house, the following design considerations should be taken into account.

- The type and volume of laundry will determine the type and size of machines that are required. Machines that are used to do one adult team's laundry will not, for example, be sufficient to do two senior teams, eight youth teams and the linen from a 40 to 80-room accommodation block.
- Laundry and kit will be collected up and transported to the laundry room dirty, where it will be sorted into piles: whites, colours, different squads, etc. Consequently, a work surface will be required.
- The kit will then be washed in commercial washing machines or boiled in large sink units. The capacity of those washing machines will be determined by the number of squads using the training centre and the size of those squads. Storage will be required under the sink for washing products.
- Kit is then placed in dryers. Once it is dry, it is folded on a folding table/work surface and packed into skips/bins for matches/travel or packed away on shelves for training and/or storage. The room should cater for this kind of workflow to help with operations.
- The floor should be easy-clean, non-slip vinyl or linoleum. Walls should be painted, with standard lighting and ceiling finishes. The room will need double-door access (with either automatic sensors or door protectors), as there will be lots of trolleys and skips/bins being brought into and out of the room.
- The room will need industrial-style washing machines, an automatic washing liquid dispenser, industrial-style dryers, hanging space for at least two playing shirts, two heat press machines (for shirt numbering and lettering), an embroidery unit and an adequate work surface. If you will be washing linen, you should consider acquiring larger pressing units, given the volume of sheets, pillow cases and duvet covers that you will be dealing with.
- Good external access will be required for rolling travel bins out to buses, etc.

4.1.12.5 Storage

Storage facilities are an important element of every training centre. There are lots of different things that need to be stored (external pitch equipment, pre-match travelling equipment, medical supplies, supplements, food, etc.), and they all have their own specific requirements. It is important to understand those requirements in order to ensure that day-to-day operations are as efficient as possible.

4.1.12.6 Nutrition/medical items

These days, there is a growing focus on performance-enhancing substances in football (and sport in general). Although the player has ultimate responsibility in this regard, the club or association also has a responsibility to manage the products that it procures and distributes to players.

A training centre will need to have a simple 'back of house' storeroom located near the delivery service area where nutritional supplements can be received, checked for quality, recorded and stored, prior to being distributed to the nutrition prep area for preparation and serving. This will cater for a whole range of different drinks and supplements, many of which will be tailored to individual players. That facility can also be used to store non-pharmaceutical medical products (strapping, plasters, lotions, crutches, pads, etc.) and act as a top-up store for all pre-match travel requirements. Thus, travelling luggage can be replenished and stored in the pre-match store ready for transporting.

This storeroom should have standard lighting, plasterboard walls, and wall-mounted racks/shelving around the room. The temperature should be managed or controlled in line with the specific products in storage.

4.1.12.7 Match equipment

In today's professional game, teams transport large amounts of kit and equipment when travelling to matches. In order to make their operations more efficient, some clubs and national associations have dedicated travel equipment that is prepared pre-match and replenished post-match. This is stored in a lockable space near the service entrance (with nearby parking for delivery vehicles and the coach) to facilitate its safe and easy transportation.

4.1.12.8 Multi-faith facilities

The multi-cultural nature of football should be respected by providing a quiet room where players can have privacy in order to practise their faith.

4.1.12.9 Technology

These days, technology is a major part of everyday life, and training centres are no exception. Technology can support everything from access control (e.g. using number plate recognition) to athlete management, the monitoring of performance and the growing of grass pitches.

Technological advances have resulted in increased use of data and video footage in the training environment when planning, delivering and reviewing training sessions (and when preparing for and reviewing matches). Consequently, consideration should be given to ensuring that the platform that any such technology sits on is facilitative and complimentary.

At a basic level, such an assessment should cover the power and data that is required by the environment as a whole (both indoor and outdoor), as well as the use of a central server or cloud for data access and storage. Given the private nature of some of the data that is collected, as well as the competitive nature of the industry, security is also a key concern.

Popular uses of technology include live GPS, automated cameras, giant screens, digital signage and mission control centres.

As in wider society, this is a fast-moving area, and clubs/associations that are thinking about investing in fixed technology should always consider the lifespan of the product and its integration into the training centre's technological environment.

Figure 43. Example of the use of technology (Professional A)

Figure 44. A giant outdoor screen (Professional A)

4.1.12.10 Facility management

The day-to-day management of the training centre (cleaning, maintenance, hygiene, health and safety, etc.) will be very important in ensuring its longevity and correct functioning. There are a number of specialist areas (e.g. scientific laboratories, kitchens and pools) that require additional management over and above the level required by other facilities. Users will have high expectations in this regard.

Mechanical, electrical and plumbing equipment must all be properly cleaned and maintained, as must all finishes, fixtures and fittings. The overriding objective here is to ensure that the building is safe and fit for purpose. Maintenance and cleaning go hand in hand with health and safety: if the former is neglected, the latter will be compromised.

The main advantages of good facility management are as follows:

- Reduced running and operational costs
- Prolonged durability of use
- Compliance with standards
- Health and safety
- Positive impact on public image and brand

There are some excellent building management systems on the market. These should be integrated into the design phase in order to support operations, allowing operators to manage the facility in a sustainable and efficient manner.

4.2 External facilities

4.2.1 Pitches

There is a lot to consider when developing pitches for a training centre. Consequently, it is important, when designing a training centre, to refer to the UEFA Pitch Quality Guidelines that can be found on the UEFA website:

UEFA Pitch Quality Guidelines

Reference should also be made to the **FIFA Quality Programme for Football Turf**.

These documents contain essential information on pitch design, infrastructure, management, pitch preparation and resourcing.

Initially, consideration should be given to the following:

- The number of teams that will use the pitches and the frequency of usage
- The age and the level of professionalism of those teams, and the types of pitches that they will play on in competitions

When calculating the number of pitches per team, given the level of usage and the required quality, we recommend two pitches per professional team and one pitch per youth team.

When thinking about the type of construction required, a club or association should consider the following:

- Do specific construction types help with usage?
- Do the professional team need a replica of the pitch at their home stadium?
- Does the training centre need to replicate the construction type used for other pitches in the league?

Other questions include:

- Does the club or association want to use synthetic pitches?
- What should the ratio of synthetic pitches to natural turf be?
- What about ancillary training areas (e.g. an area for goalkeeper training, a fitness and rehabilitation area away from the main pitches, or small-sided football pitches for youth teams and the local community)?
- Does the training centre require a match pitch or show pitch with seating?

Figure 45. Example of a show pitch (International)

Figure 46. Example of training pitches (Professional A)

4.2.2 Indoor pitches

Indoor pitch facilities are desired by most clubs and national associations, but they are not always essential, especially in countries with warmer climates.

The size of such indoor facilities will be dependent on the amount of money available.

When making such investment decisions, the following should be considered:

- Whether the facility will be used for training or matches[1]
- The optimum pitch size to ensure maximum use of the facility
- The height of the facility
- Required lighting and lux levels
- Temperature control
- Additional space for fitness training/testing in a controlled indoor environment
- Technology requirements (Wi-Fi, GPS, cameras, etc.)
- Viewing areas for parents and performance analysis

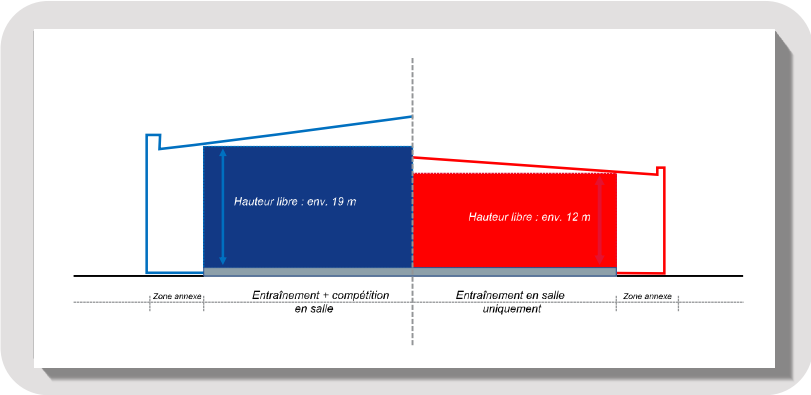


Figure 47. Section diagram of an indoor pitch

Figure 48. Example of an indoor pitch (International)

[1] Note: For official UEFA matches, the lowest structure suspended above the pitch must be at least 21m above the surface of the pitch. Matches are also subject to compliance with UEFA's other stadium regulations.

4.2.3 Specialist training areas

When thinking about the essential components of the site, a club or association should consider enhancing the training facility by incorporating specialist training areas. These areas will be specific to each organisation and coaching team and could include some of the following:

- Area for goalkeeper training
- Fitness trails
- Outdoor fitness equipment
- Hills for running up/down
- Multisport areas
- Futsal training area
- Functional fitness frames

Figure 49. Examples of specialist training areas (youth level)

Figure 50. Examples of specialist training areas (Professional A)

4.2.4 Grounds management and services

On account of the dirty work that this team carry out, they will often have a self-contained area with the following:

1. Dining area, kitchenette and tea room
2. Male and female changing rooms, toilets and showers
3. Drying room for wet clothes
4. Secure storage facility for all pitch servicing equipment and supplies; storage facility for grounds maintenance materials (oil, diesel, etc.); sufficient space to turn a truck around; area for disposing of waste (e.g. grass cuttings)
5. Direct and safe access to pitches and other locations around the site, away from the public
6. Bone yard and light rig storage (on-site storage of supplies for pitch renovations and light rigs)
7. Irrigation pump and water storage
8. Wash-down area
9. Fertiliser store
10. Storage facility for chemicals and white line paint
11. Material bay
12. Fuel station
13. Oil and petrol receptors

4.2.5 Lighting

Determining the right type of lighting for a training centre is an important task. The rising popularity of football has increased the value of TV rights and TV coverage. As a result, football matches are often played at night on prime-time TV. Professional teams can prepare for night matches by training at night. A club/association should therefore consider having at least one pitch with floodlights in order to give their coaches and players this option.

Moreover, youth teams often train in the evening on account of educational commitments during the day, so lights will also be needed for those teams.

There are many different options as regards the positioning, style and configuration of floodlights. A lighting consultant/manufacturer/vendor will be able to provide comprehensive support in this regard, but it is worth bearing the following in mind:

- Lighting manufacturers should be involved at an early stage of the design process.
- Light pollution in surrounding areas will be a consideration when applying for planning permission. It may be the case that not all pitches at the training centre require artificial lighting.
- Different levels of football may require different levels of lighting. For example, professional adult teams preparing for night-time games in stadiums may require higher lux levels than a youth team that are training at night for reasons of convenience. In addition, club or association media teams may want to film night-time training sessions in order to obtain content for multimedia platforms, so the light levels should be appropriate for such filming.
- It is important to ensure uniform lighting levels across the entire playing surface and minimise players' shadows.
- There is currently no agreed standard for floodlighting at training centres. However, we recommend the following:
  - Minimum safety requirement: 180 lux
  - Youth team football: 300–500 lux
  - Professional football: 800–1,500 lux

In addition to pitch floodlighting, it is important to provide lighting in other external areas of the training centre, in order to enhance the general atmosphere, showcase the facility's features and architecture, improve safety and security, and enhance spectators' viewing experience.

For further information, please consult the **UEFA Stadium Lighting Guidelines.**

Figure 51. Example of floodlighting (International)

4.2.6 Mini-stadiums and stands

Nearly all clubs and national associations have a home stadium. As a result of the growth of football, interest in the game is increasingly spreading to teams and leagues outside of men's professional football, e.g. women's professional teams, youth teams and community football. At the same time, however, the majority of games do not attract the volume of spectators that would be needed to fill a club or association's home stadium.

Clubs and national associations are therefore exploring ways of developing other stadiums that are smaller, but still constitute 'home soil', with a view to facilitating commercial opportunities, engaging with the community and providing a pathway for progression to the larger stadium stage.

When developing the brief for this component of their facility, clubs and associations should refer to the **UEFA Guide to Quality Stadiums.**

Figure 52. Example of a mini-stadium (International)

4.2.7 Car parks

A car park will take up a significant amount of land. When planning this element of its training centre, the club or association will need to think about the users who will require car parking on a daily basis and any events that may require overflow parking.

Players and staff

- Professional level: Both players and staff will need parking spaces, and they may need to be personalised. This parking area could be in a more private area of the site with a separate entrance to the building. Nearly all players and staff will drive to training individually, so the capacity of the car park should reflect the training centre's occupancy level.
- Youth level: At this level, players are less likely to drive. However, parents and other members of the public will want to watch training sessions and matches, so they will need to be catered for.

Visitors

- Car parking for visitors should be located in a public area of the site. This will allow access to be managed in a controlled manner.
- A drop-off point should be provided for visiting teams' coaches. That drop-off point and any other parking allocated to visiting teams should be located in a public area of the site.

Figure 53. Example of a mini-stadium (youth level)

General guidance

- For sports/leisure facilities, there should be 20 spaces per youth pitch, plus 1 additional space for every 10 spectator seats (if any), as well as a drop off/pick-up area.
- For staff parking, there should be 1 parking space for every 30m2 of internal area or 1 space per full-time staff member (whichever is greater).
- For mini-stadiums, there should be 1 space for every 15 spectators.

Clubs/associations will also need to comply with local authorities' requirements as regards parking. Provision will, for example, also need to be made for motorcycles, bicycles and disabled users.

Events such as open public training sessions or youth, professional or women's matches may attract thousands of visitors to the site. Consequently, access routes and overflow parking should be considered during the design phase.

If media organisations could potentially want to cover the above or other events, OB trucks should be given a place to park where they can connect to all necessary services. In all cases, adequate provision needs to be made for the parking and turning of service vehicles serving the site (including emergency vehicles).

5 Commercial aspects

Increasingly, partners, sponsors and VIP guests are seeking access to clubs and associations' training centres. They want to get closer to the product and players, and experience the daily activities of a football organisation and its brand.

Consequently, designers should think about ways of accommodating such guests, allowing them to feel that they are part of the action, but without intruding on day-to-day activities.

The value that is attached to such unique private experiences is encouraging clubs and national associations to incorporate high-quality hospitality-type enclosures and sky boxes in their training centres.

Clubs and national associations are continuously seeking new and original content in order to engage with fans, potential new fans, and both existing and prospective partners. Capturing such content in an unobtrusive manner is important. With that in mind, clubs and associations should consider incorporating multimedia facilities/studios in their training centres in order to ensure that such content can be created without inconveniencing players.

6 Sustainability

The establishment of a sustainable training facility is critical to the future of the club or association from a commercial, reputational and behavioural perspective. Increasingly, sustainable and environmentally friendly designs and construction schemes are enjoying significant political, public and financial support.

These days, sustainability is a key issue in the development of infrastructure, and clubs and associations that take account of such matters are regarded as being representative of their local communities.

The issue of sustainability affects everything from physical infrastructure to the operation of the training centre and procurement activities, and it has the potential to significantly enhance the facility's reputation among fans, stakeholders and the wider community.

The issue of sustainability can also help the club or association to establish good business practices and achieve its commercial goals, as well as reinforcing the club or association's values and fostering a perception of integrity.

The following are all key areas in this regard:

- Design of training facility
- Construction method
- Lighting and energy
- Transport
- Public transport
- Cars and parking
- Mitigation of impact of traffic
- Landscaping and biodiversity
- Re-use and recycling (e.g. reduction of water consumption)
- Generation of waste

7 Accessibility

Modern buildings should offer unrestricted access to all and should therefore be designed to meet the needs of people with permanent, temporary, situational and changing disabilities. Architects should ensure that they include adequate access points, safe evacuation areas and suitable facilities throughout the training centre on all levels.

Football should not be exclusive to any particular group or set of individuals. UEFA believes that football should be 'for all'. Indeed, it believes that football can be used to foster the integration of people of all abilities, as well as marginalised or excluded groups, with all of the associated social benefits that this will produce.

Facilities need to cater for users with a wide range of different disabilities, including people with limited mobility, people who are hard of hearing or deaf, people who are partially sighted or blind, and wheelchair users, as well as people with learning difficulties and other 'hidden' disabilities.

Adherence to inclusive design standards is critical, so that the facility can be accessed and used by as many people as possible, regardless of age, gender or disability. This will ensure that players, staff and disabled spectators are able to move freely and safely within the main facility areas, while maintaining a sense of integration and inclusion. Ramps and specially configured lifts should be provided to enable wheelchair users to access all areas. At the same time, inclusive design is not just about buildings; it also applies to the surrounding open spaces. Inclusive design keeps the diversity and uniqueness of every individual in mind. In order to achieve this, built-environment professionals will need to consult potential users at all stages of the design process – from the design brief and the detailed design stage through to construction and completion.

In order to ensure the safe evacuation of a facility, it is advisable to create a series of refuges or 'safe areas' that can be used by people with disabilities in the event of an emergency. These should be located near lifts and staircases, so that emergency services have adequate time to assist people who require help.

Extensive guidance on facilities for disabled fans can be found in the **UEFA/CAFE 'Access for All' guide.**

Those guidelines should be used to supplement local regulations governing public buildings and event venues.

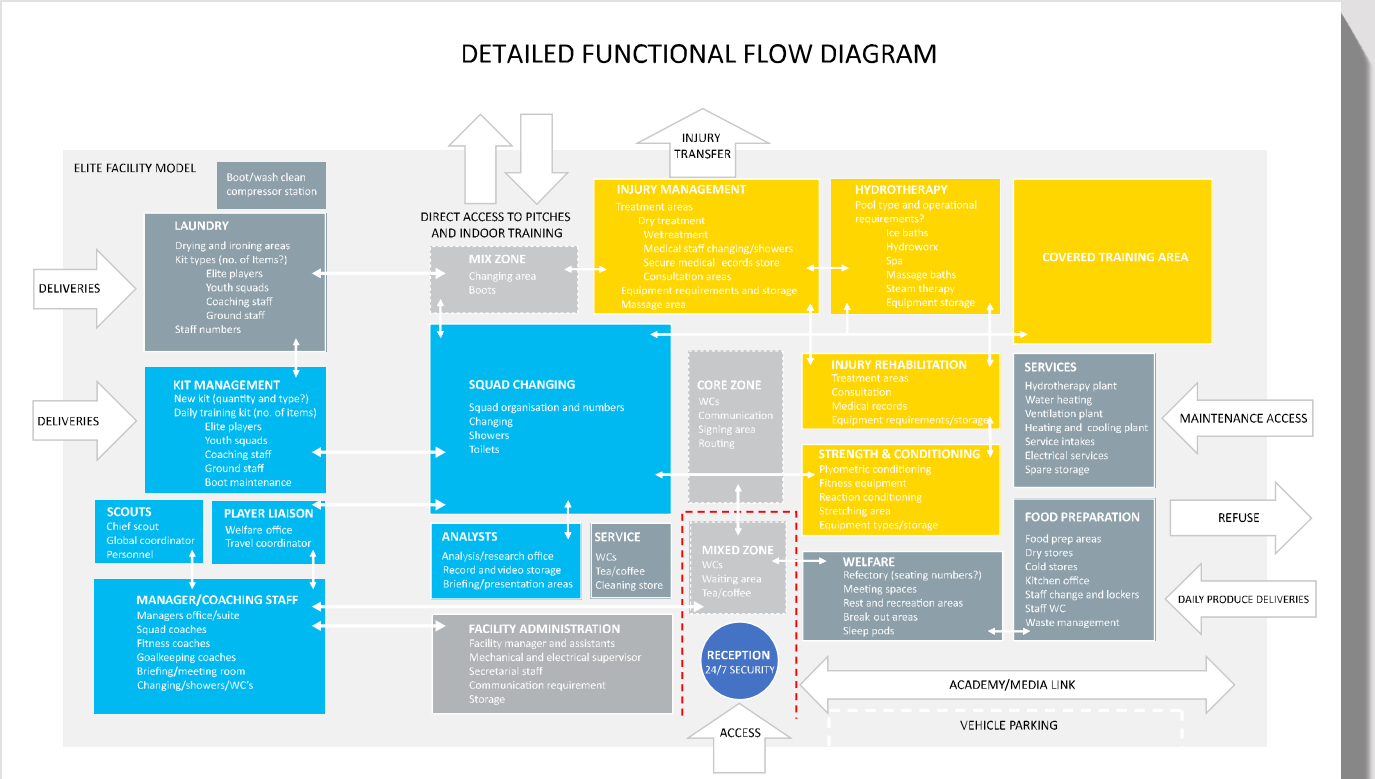
8 Glossary

- **Auditorium –** A room where players, staff, media representatives and commercial partners are able to sit and view content/presentations
- **Benchmark –** A point of reference against which facilities can be measured
- **Break-out area –** An area where players and staff can interact informally on a social level
- **Commission –** The act of instructing an organisation to perform a task or a set of actions
- **Construction –** The act of building a training centre or another type of facility
- **Consultation room –** A private room where players can be assessed, diagnosed and treated by practitioners from a range of different disciplines
- **Cryotherapy –** The use of extreme cold to improve injury recovery in players
- **Design –** A plan or drawing that is produced to show the look and functions of a building before it is constructed
- **Doctor's consultation room –** A private room where a medical doctor assesses, diagnoses and advises players
- **Doping control area –** An area that is used to test players for performance enhancing substances
- **Doping control officer (DCO) –** An official working on behalf of an anti-doping organisation who tests players for performance enhancing substances
- **Dressing room –** A room where players and staff get changed before and after training
- **Emergency medical room –** A private room where players can be assessed, diagnosed, treated and/or stabilised following an accident, injury or trauma (potentially prior to being transported to a hospital or another medical facility)
- **Gym –** A room with a range of equipment and facilities designed to improve players' physical and physiological health
- **Hydrotherapy –** The use of water-based exercises to enhance performance, reduce injury or foster recovery and rehabilitation
- **Hypoxic chamber –** A dedicated room where a low-oxygen environment can be created to improve a player's physical condition; such chambers can sometimes also be used to simulate extremes of temperature and humidity
- **Indoor skills room –** A multi-purpose internal space that can be used for a range of different activities
- **Infrastructure –** The physical structures and facilities that a club or association needs in order to operate
- **Kit –** The clothing (sports apparel) and equipment that is needed to play football
- **Laundry –** A place for the washing of clothes (sports apparel and uniforms) and linen
- **Multi-faith room –** A private space where players and staff are able to practise their faith
- **Nutrition –** The process of providing or obtaining the food that is necessary to ensure a health body and mind during prolonged periods of physical exertion and performance
- **Performance testing facilities and laboratories –** An area/room with a range of equipment where players undergo physical, physiological and cognitive assessments
- **Physiotherapy room –** A room where players are treated using physical methods such as massage, heat treatment and exercise
- **Pitches –** Natural, synthetic or hybrid playing surfaces, which may be either indoors or outdoors
- **Player welfare room –** A room where welfare services are made available to players, e.g. in order to facilitate a safe, secure and comfortable transition to the club and the local area for them and their families
- **Professional player –** A player who has been awarded a professional contract
- **Rehabilitation area –** An area where injured players perform targeted exercises under close supervision with a view to returning to full fitness
- **Renovation –** The act of restoring, refreshing or reinvigorating an existing building, improving its overall condition
- **Technology –** Equipment used for the assessment, recording, storage, analysis and application of knowledge for practical and performance purposes
- **Training centre –** A facility where professional adult players, youth players and local grassroots players go to develop skills and acquire knowledge in relation to specific competencies
- **Youth player –** A player who is covered by a youth agreement

9 Appendices

List of appendices

9.1 DETAILED FUNCTIONAL FLOW DIAGRAM



9.2 PROFILES OF TRAINING FACILITIES: PROFESSIONAL LEVEL

Operations and site management		Professional level		
		International	Youth B	Youth C
		Catering for the world's top players	Catering for elite professionals	Catering for other professionals
Reception	Key user groups	Players // Football staff // Club or association media		
	Secondary user groups	External media // Deliveries and suppliers		
	Key functional requirements	Registration // Accreditation // Schedule information // Orientation // First impressions		
	Number of users	150	100	50
	Operational hours (peak)	24 hours (07:00–17:00)	24 hours (07:00–17:00)	24 hours (07:00–17:00)
	Key facilities	Reception desk // IT and phone // Access control // Digital signage // Orientation signage // Male, female and disabled toilets // Waiting area with suitable furniture // Refreshments // Public Wi-Fi		
Office and meeting facilities	Key user groups	Football staff (administration, management, technical, medical and sports science, welfare) // Operational staff (facilities and maintenance)		
	Secondary user groups	Club or association staff (media, sponsorship) // Consultants and other occasional users		
	Key functional requirements	Individual and collective working // Formal and informal shared meeting space (small/medium/large groups) // Privacy // Natural light		
	Number of users	120	80	30
	Operational hours (peak)	24 hours (07:00–1700)	24 hours (07:00–17:00)	24 hours (07:00–17:00)
	Key facilities	Reception desk // IT and phone // Access control // Digital signage // Orientation signage // Male, female and disabled toilets // Waiting area with suitable furniture // Refreshments // Public Wi-Fi		
Kitchen and dining facilities	Key user groups	Kitchen staff // Players // Football staff (administration, management, technical, medical and sports science, welfare)		
	Secondary user groups	Operational staff (facilities and maintenance) // Club or association staff (media, sponsorship) // Consultants and other occasional users		
	Key functional requirements	Food preparation // Food storage // Food presentation (à la carte/ self-service) // Dining // Social // Informal meetings		
	Number of users	150	100	50
	Operational hours (peak)	24 hours (07:00–1700)	24 hours (07:00–17:00)	24 hours (07:00–17:00)
	Key facilities	Food storage (cold/dry) // Kitchen preparation areas // Kitchen cooking areas // Presentation areas // Self-service areas // Payment (TBC) // Dining tables and chairs // Beverage storage // Beverage preparation // Beverage display // Audiovisual equipment // Wi-Fi // Power		
Accommodation	Key user groups	Players // Coaching staff // Medical staff		
	Secondary user groups	N/A		
	Key functional requirements	Accommodation and preparation for matches – both overnight and during day // Rest between training sessions		
	Number of users	40	35	30
	Operational hours (peak)	24 hours		
	Key facilities	Bed // Blackout blinds // Toilet // Sink // Shower // Clothes storage // Power // Wi-Fi // Audiovisual equipment // Temperature management		
Welfare services	Key user groups	Players		
	Secondary user groups	Football and operational staff // Contracted suppliers // Players' families		
	Key functional requirements	Information on and signposting towards support services // Way of raising confidential and personal issues // Monitoring of mental health and emotional well-being // Fan mail		
	Number of users	40–50		
	Operational hours (peak)	24 hours		
	Key facilities	Signage // Private meeting room(s) // Office for welfare staff		
Education facilities and classrooms	Key user groups	Players // Teachers		
	Secondary user groups	Staff // Families		
	Key functional requirements	Space for individual or group tuition (typically languages for international players, but can be a wide range of subjects)		
	Number of users	6–10		
	Operational hours (peak)	14:00–17:00, but also at other times outside training schedule		
	Key facilities	Audiovisual equipment // Whiteboard // Table/desk // Seating for min. 6 people		
Kit and equipment	Key user groups	Kit and equipment staff (including laundry)		
	Secondary user groups	Players // Staff // Kit partner // Commercial team // Media team		
	Key functional requirements	Preparation of kit for day-to-day training and matches // Replenishment, laundering and repair of kit after use // Servicing of key machinery // Storage of kit and equipment while not in use		
	Number of users	20	15	10
	Operational hours (peak)	24 hours		
	Key facilities	Shelving and hanging space // Warehouse space // Boot storage // Boot cleaning // Kit workshop and repairs // Equipment storage // Stock-taking		

Laundry	Key user groups	Laundry staff		
	Secondary user groups	Kit and equipment staff		
	Key functional requirements	Washing, drying, repair and presentation of team and staff apparel // Operation and maintenance of machinery		
	Number of users	8	6	4
	Operational hours (peak)	24 hours		
	Key facilities	Washing and drying machinery // Hanging space // Sink // Worktop // Storage		
Access/egress	Key user groups	Players // Coaching staff // Medical and sports science staff		
	Secondary user groups	Kit and equipment staff // Media staff // Commercial staff		
	Key functional requirements	Key facilities for players going to/from training // Nutrition // Boot dressing // Boot cleaning // Boot storage // Functional clothing (wet, cold, etc.) // Flash interviews and media		
	Number of users	40	30	
	Operational hours (peak)	09:00–17:00		
	Key facilities	Benches // Boot hanging racks // Boot cleaning // Storage/ presentation of functional clothes and nutrition		

Performance areas		Professional level		
		International	Professional A	Professional B
		Catering for the world's top players	Catering for elite professionals	Catering for other professionals
Pitchside equipment storage	Key user groups	Ground staff		
	Secondary user groups	Coaching staff // Sports science and medical staff		
	Key functional requirements	Inventory, storage and maintenance of technical equipment between training sessions		
	Number of users	5		
	Operational hours (peak)	09:00–17:00		
	Key facilities	Storage racks // Cleaning area		
Pitchside technology	Key user groups	Performance analysis (including video analysis and quantification of training) // Live communication aids and information management		
	Secondary user groups	Media // Visitors // Supporters		
	Key functional requirements	Performance analysis (including video analysis and quantification of training) // Live communication aids and information management		
	Number of users	5 (more if including players) // Should be able to cover all pitches		
	Operational hours (peak)	Based around training times		
	Key facilities	External power and data at pitchside // Wi-Fi // RFID optional // Permanent camera system optional // External giant screen optional	Wi-Fi // External power and data supply	
Dressing rooms (players)	Key user groups	Players		
	Secondary user groups	Coaching staff // Kit staff // Medical and sports science staff // Cleaners		
	Key functional requirements	Dressing rooms for professional players (A team, Under-23s, B team) // Secure and comfortable dressing and storage // Team presentations (e.g. using audiovisual facilities) // Distribution and collection of training kit // Flow and throughput to key functional spaces for players (medical, gym, pitches, etc.)		
	Number of users	<60	<50	<40
	Operational hours (peak)	Around training times		
	Key facilities	Fixtures and fittings for players to store their clothes and belongings securely and comfortably // Power and wireless data // Audiovisual presentation facilities // Dirty kit collection		

Washing and comfort facilities (players)	Key user groups	Players (A team, Under-23s, B team)		
	Secondary user groups	Cleaners		
	Key functional requirements	Washing facilities for players post-training // Comfort facilities		
	Number of users	60	50	40
	Operational hours (peak)	Around training times		
	Key facilities	Shower facilities (recommendation of 1 unit for every 3 players) // Discretional decision as to whether individual or grouped // Jet-style optional // Disrobing area large enough for min. 8–10 players // Minimum of 3 vanity units (including basin, mirror, storage for toiletries, soap and foam dispensers, hand dryer) // Towel storage and presentation		
Dressing rooms (staff)	Key user groups	Coaching staff // Medical and sports science staff (A team, Under-23s, B team)		
	Secondary user groups	Players // Cleaners		
	Key functional requirements	Dressing rooms for technical staff (A team, Under-23s, B team) // Secure and comfortable dressing and storage // Small presentations (e.g. using audiovisual facilities) // Distribution and collection of training kit // Flow and throughput to key functional spaces for team (medical, gym, pitches, etc.)		
	Number of users	30–45	20–30	10–15
	Operational hours (peak)	Around training times		
	Key facilities	Fixtures and fittings for staff to store their clothes and belongings securely and comfortably // Power and wireless data // Audiovisual presentation facilities // Dirty kit collection		
Washing and comfort facilities (staff)	Key user groups	Coaching staff // Medical and sports science staff (A team, Under-23s, B team)		
	Secondary user groups	Players // Cleaners		
	Key functional requirements	Washing facilities for staff post-training // Comfort facilities		
	Number of users	30–45	20–30	10–15
	Operational hours (peak)	Around training times		
	Key facilities	Shower facilities (recommendation of 1 unit for every 3 staff members) // Discretional decision as to whether individual or grouped // Jet-style optional // Disrobing area large enough for min. 8–10 staff // Minimum of 3 vanity units (including basin, mirror, storage for toiletries, soap and foam dispensers, hand dryer) // Towel storage and presentation		
Emergency medical room	Key user groups	Medical staff		
	Secondary user groups	Emergency services		
	Key functional requirements	Direct access from pitches for the stabilisation of emergency injuries (broken bones, concussions, serious cuts, etc.) ahead of arrival of emergency services		
	Number of users	3–5		
	Operational hours (peak)	Around training times		
	Key facilities	Double-door access direct from pitch // Spinal board // Storage cupboards // Medical beds // Defibrillator // Gas and air		

Medical diagnosis	Key user groups	Specific medical staff // Key specialists // Players		
	Secondary user groups	General medical staff // Cleaning staff		
	Key functional requirements	Diagnosis of injury or illness via hands-on therapy or imaging		
	Number of users	3	2	1
	Operational hours (peak)	24 hours		
	Key facilities	Medical beds // Diagnosis and imaging equipment // Power // Data // Digital display // Storage // Work surface // Blood collection and analysis		
Medical treatment	Key user groups	Medical staff // Specialists // Players		
	Secondary user groups	Sports science staff // Cleaning staff		
	Key functional requirements	Treatment of injury or illness via hands-on therapy, the application of water, ice or heat, or the administration of drugs		
	Number of users	3	2	1
	Operational hours (peak)	24 hours		
	Key facilities	Medical beds // Power // Data // Digital display // Storage // Work surface // Laboratory		
Rehabilitation	Key user groups	Physiotherapists // Players		
	Secondary user groups	General medical staff		
	Key functional requirements	Targeted rehab to build physical competency ahead of return to full training		
	Number of users	One-to-one or training in small groups		
	Operational hours (peak)	09:00–17:00		
	Key facilities	Space for functional movement training // Specialist rehab equipment (Pilates, cables, matting) // Equipment storage		
Nutrition/ hydration	Key user groups	Players		
	Secondary user groups	Staff		
	Key functional requirements	Top-up and tailored nutrition to meet demands of training // Promotion of key protocols and advice		
	Number of users	30–40		
	Operational hours (peak)	08:00–17:00 (around training)		
	Key facilities	Preparation areas // Consultation areas // Storage areas // Nutrition presentation areas // Digital signage		

Gymnasium	Key user groups	Players // Strength and conditioning staff		
	Secondary user groups	Other staff		
	Key functional requirements	Space and equipment needed to deliver strength and conditioning training to teams, small groups and individuals		
	Number of users	Up to 40		
	Operational hours (peak)	08:00–17:00 (around training)		
	Key facilities	Functional training areas // Fixed and free weight resistance training areas // Cardio equipment // Testing and screening equipment (e.g. force plates) // Video analysis // Nutrition and hydration // Special flooring		Functional training areas // Fixed andfree weight/ resistance trainingareas // Cardioequipment // Nutrition and hydration
Indoor skills room	Key user groups	Players // Coaching staff	N/A	N/A
	Secondary user groups	N/A		
	Key functional requirements	Targeted skills training		
	Number of users	6–10		
	Operational hours (peak)	08:00–17:00 (around training)		
	Key facilities	Audiovisual equipment with large screen // 4G artificial turf // Head tennis court // Biomechanics cameras		
Human performance laboratory	Key user groups	Lab technicians // Players		N/A
	Secondary user groups	Medical and sports science staff		
	Key functional requirements	Physical testing of players' biological responses to exercise		
	Number of users	Between 6 and 10+		
	Operational hours (peak)	08:00–17:00 (around training)		
	Key facilities	Hypoxic chamber // Temperature control	VO_2 max/blood testing // Urine testing	
Water-based recovery	Key user groups	Players // Medical staff		
	Secondary user groups	N/A		
	Key functional requirements	Speed up the recovery process		
	Number of users	30		
	Operational hours (peak)	After matches and training sessions		
	Key facilities	Hot/cold bath // Jet pressure bath // Swimmingpool // Steam room // Sauna // Cryotherapy //Movement studio // Hydration and nutrition		Cold bath

Medical diagnosis	Key user groups	Analysts		
	Secondary user groups	Coaching staff // Medical staff // Strength and conditioning staff // Players // Club or association media		
	Key functional requirements	Analysis of training and match performance // Establishment of match and training strategies at team and individual level (for own team and opponents)		
	Number of users	10	5	3
	Operational hours (peak)	07:00–19:00		
	Key facilities	Desk space // Power // Wired and wireless data // Suitable screens for viewing results		
Medical treatment	Key user groups	Management // Coaching staff // Players		
	Secondary user groups	Analysts // Medical staff // Strength and conditioning staff // Club/association media		
	Key functional requirements	Presentations given to the team, small groups and individuals		
	Number of users	40 (team sessions)		
	Operational hours (peak)	07:00–19:00		
	Key facilities	Desk space // Power // Wired and wireless data // Suitable screens for viewing results //Audiovisual facilities // Seating for team sessions		

Other internal functions		Professional level		
		International	Professional A	Professional B
		Catering for the world's top players	Catering for the world's top players	Catering for other professionals
Identification/ recruitment of talent	Key user groups	Scouting and recruitment staff // Administrative staff		
	Secondary user groups	Coaching staff // Legal and executive staff		
	Key functional requirements	Office space for scouting and recruitment staff to work in // Meeting rooms for confidential discussions on targeted players and succession planning // Tracking and monitoring of targeted players		
	Number of users	25–30	15–20	5–10
	Operational hours (peak)	24 hours		
	Key facilities	Office space // Power // Data // Meeting room for up to 15 people // Wall space to display information // Digital screens		
Media facilities	Key user groups	International, national and local media // Club/association media staff // Players // Coaching staff		
	Secondary user groups	Commercial staff		
	Key functional requirements	Hosting of media for media relations purposes // Generation of club/association media content		
	Number of users	150	70	30
	Operational hours (peak)	09:00–17:00		
	Key facilities	Media conference room // TV studio // Flash interview areas // Green room // Media lounge // Power // Data		
Commercial partnerships	Key user groups	Commercial department // Club/ association sponsors/partners		N/A
	Secondary user groups	Players // Club/association media		
	Key functional requirements	Hosting of VIP visitors to the training centre // Brand activation		
	Number of users	30		
	Operational hours (peak)	Around training times		
	Key facilities	Lounge with hot and cold beverages // Viewing gallery overlooking pitches // Space for brand activation // Power // Data // Digital screens		
Lounge for guests/parents	Key user groups	Guests of the club/association, players and staff		N/A
	Secondary user groups	Commercial department		
	Key functional requirements	Hosting of VIP visitors to the training centre		
	Number of users	30		
	Operational hours (peak)	Around training times		
	Key facilities	Lounge with hot and cold beverages // Viewing gallery overlooking pitches // Power // Data // Digital screens		
Spectator services	Key user groups	Club/association supporters // General public // Club/association staff		
	Secondary user groups	N/A		
	Key functional requirements	Safe hosting of spectators for observation of training // Commercial activation of spectators		
	Number of users	200+	100+	50+
	Operational hours (peak)	Around training times		
	Key facilities	Viewing areas // Waiting area // Pop-up retail // Pop-up catering // Parking		
Transport and parking	Key user groups	Players // Staff		
	Secondary user groups	Visitors // Deliveries		
	Key functional requirements	Parking for vehicles // Access for deliveries		
	Number of users	200	100	70
	Operational hours (peak)	24 hours		
	Key facilities	Parking spaces appropriate for size of vehicles // Directional signage // Access controls		

9.3 PROFILES OF TRAINING FACILITIES: YOUTH LEVEL

Operations and site management		Youth level		
		Youth A	Youth B	Youth C
		Foundation phase (8 to 11 years)	Youth development phase (12 to 15 years)	Professional development phase (16 to 21 years)
Reception	Key user groups	Players // Parents/guardians // Academy staff		
	Secondary user groups	Other club/association staff // Schools and external educational providers // Deliveries // Suppliers		
	Key functional requirements	Registration // Accreditation // Schedule information // Orientation // First impressions // Note: Likely to be used in the evening during the week, with matches at weekends		
	Number of users	60–90	80–150	60–90
	Operational hours (peak)	24 hours (14:00–22:00)	24 hours (09:00–22:00)	24 hours (07:00–17:00)
	Key facilities	Reception desk // IT and phone // Access control // Digital signage // Orientation signage // Male, female and disabled toilets // Waiting area with suitable furniture // Refreshments // Public Wi-Fi		
Office and meeting facilities	Key user groups	Football staff (administration, management, technical, medical and sports science, education, welfare) // Operational staff (facilities and maintenance)		
	Secondary user groups	Consultants and occasional visitors (parents)		
	Key functional requirements	Individual and collective working // Formal and informal shared meeting space (small/medium/large groups) // Privacy // Natural light		
	Number of users	12–15	30–40	30–40
	Operational hours (peak)	24 hours (14:00–22:00)	24 hours (09:00–22:00)	24 hours (07:00–17:00)
	Key facilities	Desk space // Power // Wired and wireless data // Audiovisual facilities // Formal and informal meeting furniture // Refreshments		
Kitchen and dining facilities	Key user groups	Kitchen staff // Academy players // Visiting teams' players (optional) // Football staff (administration, management, technical, medical and sports science, education, welfare)		
	Secondary user groups	Operational staff (facilities and maintenance) // Consultants and occasional visitors (e.g. parents)		
	Key functional requirements	Refreshments for visitors // Dining area (packed lunch in holidays) // Snack area // Informal meeting space	Refreshments for visitors // Dining area (packed lunch in holidays) // Snack area // Informal meeting space	
	Number of users	Recommended capacity of 50 (with maximum volume of 100)	Recommended capacity of 100 (with maximum volume of 200)	Recommended capacity of 50 (with maximum volume of 120)
	Operational hours (peak)	24 hours (14:00–22:00)	24 hours (09:00–22:00)	24 hours (07:00–17:00)
	Key facilities	Dining tables and chairs // Access to fresh water // Washing up facilities/ dishwasher // Dry storage // Audiovisual equipment // Wi-Fi // Power	Food storage (cold/dry) // Kitchen preparation areas // Kitchen cooking areas // Presentation areas // Self-service areas // Payment (TBC) // Dining tables and chairs // Beverage storage // Beverage preparation // Beverage display // Audiovisual equipment // Wi-Fi // Power	
Accommo-dation	Key user groups	N/A	Academy players	
	Secondary user groups		Parents	
	Key functional requirements		Lodgings (variable duration: from full-time to one/two nights per week // Guest accommodation (for players' families during trials) // Study areas	Full-time accommodation // Personal study // Relaxation
	Number of users		Up to 60	Up to 60
	Operational hours (peak)		24 hours	
	Key facilities		Bed // Blackout blinds // Toilet // Sink // Shower // Clothes storage // Power // Wi-Fi // Desk // Audiovisual equipment // Temperature management	
Welfare services	Key user groups	N/A	Players/parents	
	Secondary user groups		Football and operational staff // Contracted suppliers // Players' families	
	Key functional requirements		Information on and signposting towards support services // Way of raising confidential and personal issues // Monitoring of mental health and emotional well-being	
	Number of users		Typically one-to-one	
	Operational hours (peak)		24 hours	
	Key facilities		Signage // Private meeting room(s) // Office for welfare staff	
Education facilities and classrooms	Key user groups	N/A	Players // Teachers	
	Secondary user groups		Staff // Families	
	Key functional requirements		Delivery of formal and informal education sessions by in-house or external teachers	
	Number of users		25	
	Operational hours (peak)		09:00–19:00	
	Key facilities		Audiovisual equipment // Interactive whiteboard // Table/desk/seating for min. 20 people	

Kit and equipment	Key user groups	Kit and equipment staff (including laundry)	
	Secondary user groups	Players // Staff // Kit partner	
	Key functional requirements	Storage of kit and equipment	Preparation of kit for day-to-day training and matches // Replenishment, laundering and repair of kit after use // Servicing of key machinery // Storage of kit and equipment while not in use
	Number of users	2	5
	Operational hours (peak)	24 hours	
	Key facilities	Shelving and hanging space // Warehouse space // Equipment storage // Stock-taking	Shelving and hanging space // Warehouse space // Boot storage // Boot cleaning // Kit workshop and repairs // Equipment storage // Stock taking
Laundry	Key user groups	Laundry staff	
	Secondary user groups	Kit and equipment staff	
	Key functional requirements	Washing, drying, repair and presentation of team and staff apparel // Operation and maintenance of machinery	
	Number of users	2	4
	Operational hours (peak)	24 hours	
	Key facilities	Washing and drying machinery // Hanging space // Sink // Worktop // Storage	
Access/egress	Key user groups	Players // Coaching staff // Medical and sports science staff	
	Secondary user groups	Kit and equipment staff	
	Key functional requirements	Key facilities for players going to/from training // Nutrition // Boot dressing // Boot cleaning // Boot storage // Functional clothing (wet, cold, etc.)	
	Number of users	60	60	60
	Operational hours (peak)	08:00–21:00	
	Key facilities	Benches // Boot hanging racks // Boot cleaning // Storage/presentation of functional clothes and nutrition	

Performance areas		Youth level		
		Youth A	Youth B	Youth C
		Foundation phase (8 to 11 years)	Youth development phase (12 to 15 years)	Professional development phase (16 to 21 years)
Pitchside equipment storage	Key user groups	Ground staff		
	Secondary user groups	Coaching staff // Sports science and medical staff		
	Key functional requirements	Inventory, storage and maintenance of technical equipment between training sessions		
	Number of users	5		
	Operational hours (peak)	09:00–17:00		
	Key facilities	Storage racks // Cleaning area		
Pitchside technology	Key user groups	Performance analysis staff // Sports science staff // Medical staff // Coaching staff		
	Secondary user groups	Media // Visitors // Supporters		
	Key functional requirements	Filming of matches and training for performance analysis purposes	Performance analysis (including video analysis and quantification of training) // Live communication aids and information management	
	Number of users	Should be able to cover all pitches		
	Operational hours (peak)	Training and matches		
	Key facilities	External power and data at pitchside // Wi-Fi // Permanent camera system optional	External power and data at pitchside // Wi-Fi // RFID optional // Permanent camera system optional // External giant screen optiona	
Dressing rooms (players)	Key user groups	Players		
	Secondary user groups	Coaching staff // Kit staff // Medical and sports science staff // Cleaners		
	Key functional requirements	Dressing rooms for players (all age groups) // Secure and comfortable dressing and storage // Team presentations, e.g. using audiovisual facilities (optional) // Distribution and collection of kit // Flow and throughput to key functional spaces for players (medical, gym, pitches, etc.)		
	Number of users	20	30	40
	Operational hours (peak)	Around training times		
	Key facilities	Fixtures and fittings for players to store their clothes and belongings securely and comfortably // Power and wireless data // Audiovisual presentation facilities // Dirty kit collection		

Washing and comfort facilities (players)	Key user groups	Players		
	Secondary user groups	Coaching staff // Kit staff // Medical and sports science staff // Cleaners		
	Key functional requirements	Washing facilities for players post-training // Comfort facilities		
	Number of users	20	30	40
	Operational hours (peak)	Around training times		
	Key facilities	Shower facilities (recommendation of 1 unit for every 3 players) // Discretional decision as to whether individual or grouped // Jet-style optional // Disrobing area large enough for min. 8–10 players // Minimum of 3 vanity units (including basin, mirror, storage for toiletries, soap and foam dispensers, hand dryer) // Towel storage and presentation		
Dressing rooms (staff)	Key user groups	Coaching staff // Medical and sports science staff		
	Secondary user groups	Players // Cleaners		
	Key functional requirements	Dressing rooms for staff // Secure and comfortable dressing and storage // Small presentations (e.g. using audiovisual facilities) // Distribution and collection of training kit // Flow and throughput to key functional spaces for team (medical, gym, pitches, etc.)		
	Number of users	10	15	20
	Operational hours (peak)	Around training times		
	Key facilities	Fixtures and fittings for staff to store their clothes and belongings securely and comfortably // Power and wireless data // Audiovisual presentation facilities // Dirty kit collection		
Washing and comfort facilities (staff)	Key user groups	Coaching staff // Medical and sports science staff		
	Secondary user groups	Players // Cleaners		
	Key functional requirements	Washing facilities for staff post-training // Comfort facilities		
	Number of users	10	15	20
	Operational hours (peak)	Around training times		
	Key facilities	Shower facilities (recommendation of 1 unit for every 3 staff members) // Discretional decision as to whether individual or grouped // Jet-style optional // Disrobing area large enough for min. 8–10 staff // Minimum of 3 vanity units (including basin, mirror, storage for toiletries, soap and foam dispensers, hand dryer) // Towel storage and presentation		
Emergency medical room	Key user groups	Medical staff		
	Secondary user groups	Emergency services		
	Key functional requirements	Direct access from pitches for the stabilisation of emergency injuries (broken bones, concussions, serious cuts, etc.) ahead of arrival of emergency services		
	Number of users	3–5		
	Operational hours (peak)	Around training times		
	Key facilities	Double-door access direct from pitch // Spinal board // Storage cupboards // Medical beds // Defibrillator // Gas and air		

Medical diagnosis	Key user groups	Specific medical staff // Key specialists // Players		
	Secondary user groups	General medical staff // Cleaning staff		
	Key functional requirements	Diagnosis of injury or illness via hands-on therapy or imaging		
	Number of users	2	4	6
	Operational hours (peak)	24 hours		
	Key facilities	Medical beds // Imaging equipment (ultrasound, etc.) // Power // Data // Digital display // Storage // Work surface		
Medical treatment	Key user groups	Medical staff // Specialists // Players		
	Secondary user groups	Sports science staff // Cleaning staff		
	Key functional requirements	Treatment of injury or illness via hands-on therapy, the application of water, ice or heat, or the administration of drugs		
	Number of users	2	4	6
	Operational hours (peak)	24 hours		
	Key facilities	Medical beds // Power // Data // Digital display // Storage // Work surface		
Rehabilitation	Key user groups	Physiotherapists // Players		
	Secondary user groups	General medical staff		
	Key functional requirements	Targeted rehab to build physical competency ahead of return to full training		
	Number of users	One-to-one or training in small groups		
	Operational hours (peak)	09:00–17:00		
	Key facilities	Space for functional movement training // Specialist rehab equipment (Pilates, cables, matting) // Equipment storage		
Nutrition/ hydration	Key user groups	N/A		Players
	Secondary user groups			Staff
	Key functional requirements			Top-up and tailored nutrition to meet demands of training // Promotion of key protocols and advice
	Number of users			30–40
	Operational hours (peak)			08:00–17:00 (around training)
	Key facilities			Preparation areas // Consultation areas // Storage areas // Nutrition presentation areas // Digital signage

Gymnasium	Key user groups	N/A	Players // Strength and conditioning staff	
	Secondary user groups		Other staff	
	Key functional requirements		Space and equipment needed to deliver strength and conditioning training to teams, small groups and individuals	
	Number of users		Up to 30 per session	
	Operational hours (peak)		08:00–21:00 (around training)	
	Key facilities		Functional training areas // Fixed and free weight/resistance training areas // Cardio equipment // Nutrition and hydration	
Indoor skills room	Key user groups	N/A	N/A	N/A
	Secondary user groups			
	Key functional requirements			
	Number of users			
	Operational hours (peak)			
	Key facilities			
Human performance laboratory	Key user groups	N/A	N/A	N/A
	Secondary user groups			
	Key functional requirements			
	Number of users			
	Operational hours (peak)			
	Key facilities			

Water-based recovery	Key user groups	N/A	N/A	Players // Medical and sports science staff
	Secondary user groups			N/A
	Key functional requirements			Speed up the recovery process
	Number of users			25 per session
	Operational hours (peak)			After matches and training sessions
	Key facilities			Cold bath
Performance analysis (office)	Key user groups	Analysts // Coaching staff		
	Secondary user groups	Players	Players // Medical staff // Strength and conditioning staff	
	Key functional requirements	Working space // Equipment storage		
	Number of users	1	2	
	Operational hours (peak)	07:00–19:00		
	Key facilities	Desk space // Power // Wired and wireless data		
Performance analysis (auditorium)	Key user groups	Players // Analysts // Coaching staff		
	Secondary user groups	Parents	Parents // Medical staff // Strength and conditioning staff	
	Key functional requirements	Presentations given to the team, small groups and individuals		
	Number of users	25 (team sessions)		
	Operational hours (peak)	07:00–19:00		
	Key facilities	Desk space // Power // Wired and wireless data // Suitable screens for viewing results // Audiovisual facilities // Seating for team sessions		

Other internal functions		Youth level		
		Youth A	Youth B	Youth C
		Foundation phase (8 to 11 years)	Youth development phase (12 to 15 years)	Professional development phase (16 to 21 years)
Identification/ recruitment of talent	Key user groups	Scouting and recruitment staff // Administrative staff		
	Secondary user groups	Coaching staff // Academy management		
	Key functional requirements	Office space for scouting and recruitment staff to work in // Meeting rooms for confidential discussions on targeted players and succession planning // Tracking and monitoring of targeted players		
	Number of users	3–5		
	Operational hours (peak)	09:00–19:00		
	Key facilities	Office space // Power // Data // Meeting room for up to 15 people // Wall space to display information // Digital screens		
Lounge for guests/ parents	Key user groups	Parents of academy players		
	Secondary user groups	Academy staff		
	Key functional requirements	Waiting area for families of players during training sessions and matches		
	Number of users	100		
	Operational hours (peak)	Around training times		
	Key facilities	Lounge with hot and cold beverages // Food vending or service // Viewing gallery overlooking pitches // Power // Data // Digital screens // Crèche		
Spectator services	Key user groups	Parents of academy players (and also opposing players on matchdays) // General public // Club/association supporters		
	Secondary user groups	N/A		
	Key functional requirements	Safe hosting of spectators for observation of training/ matches // Commercial activation of spectators		
	Number of users	100+	100+	200+
	Operational hours (peak)	Around training and weekend matches		
	Key facilities	Viewing areas // Waiting area // Pop-up retail // Pop-up catering		
Transport and parking	Key user groups	Players // Staff		
	Secondary user groups	Visitors // Deliveries		
	Key functional requirements	Parking for vehicles // Access for deliveries		
	Number of users	100	100	100
	Operational hours (peak)	24 hours		
	Key facilities	Parking spaces appropriate for size of vehicles // Directional signage // Access controls		

9.4 DISCLAIMER

These training centre guidelines provide generic advice in respect of the facility and service requirements for training centres. UEFA has taken all reasonable care to ensure that the information contained in these guidelines is accurate in all material respects. However, neither UEFA nor any of its representatives, agents or employees make any representation or warranty or accept any responsibility for the accuracy or completeness of any of the information contained in these guidelines, nor shall they be liable for any loss or damage that is suffered by any party as a result of its application of these guidelines. Independent expert advice should always be sought regarding the specific circumstances surrounding each individual facility.