**CRITERIA TO OPERATE AN EMERGING TALENT CENTRE**

**2022/23 SEASON**

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**The Purpose of an Emerging Talent Centre**

To identify and develop future potential through local and accessible high-quality training environments.

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|  | **What we Plan to Do** | **How we Plan to Do it** |
|  | Increase the number of environments to support player transition from participation to excellence | Widen the base to increase the number of players at entry level age groups. |
|  | Create a wide base to the pathway that’s fully inclusive and accessible to all players. | Become more accessible by creating localised affordable opportunities which allow players to continue their involvement in other sports and interests as well as football. |
|  | Create a diverse player pool of which to select from. | Encourage delayed selection for squads to offset recruitment bias, address the long- term impact of de-selection and move towards a later specialisation model. |
|  |  | Create a sustainable mechanism to identify, recruit and transition talent in and out of different playing environments. |

**Intended Outcomes**

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| Double the number of players in the current player pathway from 1722 to over 4200 (70 centres) | Woman with solid fill Group of people with solid fill | Increase the number of local training environments that young players can access from 40 to 70 | Soccer with solid fill |
| Ensure any young player player with potential can access an Emerging Talent Centre within under an hour’s drive from their home | Stopwatch 33% with solid fill | Increase the number of minutes, varied football formats & experiences of players through participation in multiple playing environments | Exponential Graph with solid fill |
| Emerging Talent Centres to deliver a technical and physical curriculum to support players and coaches | Internet with solid fill | Increase the quality and diversity of players, coaches and support staff that progress through the pathway | Cheers with solid fill |

**Criteria to operate an Emerging Talent Centre 2022/23 Season**

This part of the document outlines the criteria that applicants are required to meet in order to be awarded and sustain a Licence for an Emerging Talent Centre for 2022/23 season. These are the important elements that have been deemed necessary in order to deliver the outcomes required and therefore what every Emerging Talent Centre should have in place.

The criteria document should be read in conjunction with the Guidance for Emerging Talent Centres and Emerging Talent Centres Application Form 22/23.

1. Programme Delivery

3. Player Registration, Recruitment and Selection

2.Safeguarding Children

1. Centre Management, Finance & Administration

7. Monitoring & Evaluation

6. Facilities

5. Workforce

1. **Centre Management, Finance and Administration**

This section of the criteria is about how the Centre is run, ensuring that the organisations delivering an Emerging Talent Centre can do so in a well-managed, safe, and effective way that is also financially viable, making the very best use of resources and with the relevant processes and procedures in place.

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| **Key Criteria** | **Sub Criteria** |
| **Leadership & Licence**  1.1 The Centre will be hosted by a well governed, sustainable and credible organisation that can run an Emerging Talent Centre effectively.  1.2 Each centre licence will be run locally by key partners & stakeholders that best understand the needs of the players in their local communities. | * + 1. Evidence to support this could include constitution, articles of association, or certificate of incorporation.     2. Licences will be awarded by The Football Association in accordance with criteria laid down by The Football Association. Annual monitoring of compliance will take place to ensure criteria is adhered to.     3. Licences will awarded for a three year period and will be annually reviewed. The Licence period for each year will begin on August 1st and will end July 31st.     4. Organisations eligible to operate a Centre include affiliated Women’s Football Clubs in Tiers 1- 4 of the Women’s Football Pyramid, Premier League, English Football League and National League Club Community Organisations (CCO’s), County Football Associations, Universities, FA Women’s High-Performance Centres.     5. Centres should be based within a one-hour radius of their registered offices or main base. Centres may wish to run across more than one location as long as they do not cross over with the catchment area of other Centres.     6. An organisation may only operate one Centre Licence. This includes separate entities that operate under the same Club or Organisation. E.g a Club and Community Foundation.Organisations can however operate Centres at more than one location keeping in line with 1.2.3.     7. Organisations may choose to work in partnership with other stakeholders to operate a Centre, but must demonstrate clear leadership, governance and responsibility by the licenced organisation |
| **Finance & Funding**   * 1. The Emerging Talent Centre should be based in a financially secure organisation with robust processes, expertise, track record and capacity to manage income and expenditure linked to the Centre.   2. Each Centre must commit a monetary contribution towards the running and management of the programme. The Programme is a non-profit initiative. Funding is to be ringfenced to the agreed financial forecast. | * + 1. Centres are requested to provide evidence of a bank account and previous accounts showing track record of financial management (2 years minimum).     2. Centres will be asked to complete Financial Forecast template outlining their plan over 3 years.     3. Centres can access between £10,000.00 and £25,000.00 of funding via The FA in partnership with The Premier League.     4. Centres may wish to apply for a different level of funding in years one, two and three to support the development and growth of the programme. This must be outlined and evidence via the Financial Forecast template.     5. Each Centre must commit a minimum of 50% match funding with at least 50% being cash and the other 50% Value in Kind.     6. Centres can charge a maximum of £120.00 per player per season (30 weeks) or the equivalent of £4.00 per session. Income generated via Player contributions cannot be used to form part of the Centres cash contribution of Match Funding but can be used to support the delivery of the programme.     7. Centres must be able to provie and evidence a hardship Policy and funds to support full bursaries for players from low income families.     8. Centre Criteria will remain unchanged regardless of the level of funding provided.  |  |  |  |  | | --- | --- | --- | --- | | **FA Funding Available** | **Match Funding ratio (50%)** | **Cash Contribution** | **Value in Kind Contribution** | | £10,000.00 | £5,000.00 | £2,500.00 | £2,500.00 | | £15,000.00 | £7,500.00 | £3,750.00 | £3,750.00 | | £20,000.00 | £10,000.00 | £5,000.00 | £5,000.00 | | £25,000.00 | £12,500.00 | £6,250.00 | £6,250.00 | |
| **Policies and Insurance**   * 1. Assurance must be provided that Centre outcomes can be delivered following the appropriate policies, rules and regulations with evidence of appropriate insurance in place. | * + 1. Centres are to provide evidence and embed the following policies:   - Safeguarding Children Policy  - Complaints Policy and Whistleblowing Policy  - Health and Safety policy  - Programme Risk Assessment (Including Health & Safety,Facilities, Safeguarding Children)  - Emergency Action plan for venues  - Diversity and Inclusion policy and/or evidence of commitment  - Hardship Policy for Players   * Safer Recruitment and selection of workforce Policy * Disciplinary Policy * Codes of conduct for Players, Staff, Parents and Carers   + 1. Public liability insurance is required with a minimum of £10m indemnity. A copy of this cover must be submitted to The Football Association in your licence application and each season there on by 1st June.     2. Player to player liability insurance is recommended but is not mandatory. The Football Association does not provide Personal Accident Insurance; therefore, it is recommended that Centre address this independently through other agencies. |
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1. **Safeguarding Children**

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| **Key Criteria** | **Sub Criteria** |
| **Policies and Procedures**   * 1. All Emerging Talent Centres are required to comply in full with The Football Association’s Safeguarding Children Policy and Procedures and Regulations. | * + 1. The centre must adopt and adhere to it’s own Safeguarding Children Policy and have procedures in place for dealing with safeguarding concerns about a child/young person and concerns of poor practice.     2. The Centre Safeguarding Children Policy and procedure must be communicated to all staff, parents and players at their inductions and reminded of these regularly. |
| **Leadership**   * 1. Safeguarding must be embedded across all staffing levels of the Emerging Talent Centre, including Board level. | * + 1. The Centre must have a Board Safeguarding Champion to ensure that the centre operates in line with legislation, statutory guidance, The FA’s Safeguarding Policies and Procedures and any associated guidance; championing a culture that has the best interests of children at the heart of decision making.     2. The Designated Safeguarding Officer (DSO) must be trained in safeguarding children awareness at least to include satisfactory completion of The Football Association’s Safeguarding Children Course and The FA Welfare Officers Workshop.     3. All Staff, Players and their Parents/Carers must be informed of the name and contact details of the Designated Safeguarding Officer (DSO) for the Centre and the procedures for referring any concerns, including whistle blowing (see Section 13).     4. All Players and their Parents/Carers must be informed of the name and contact details of the Designated Safeguarding Officer (DSO) for the Centre and the procedures for referring any concerns, including whistle blowing (see Section 13). This is covered as part of the player and parent induction process. If the Designated Safeguarding Officer (DSO) holds a role within the Emerging Talent Centre that can influence the selection or deselection of a player, then players and parents must also be provided the name and contact details of another safeguarding lead within the employing body who is not involved in this decision-making process. |
| **Safeguarding Qualifications and Training**   * 1. All staff at the Emerging Talent Centre should have the appropriate qualifications and training in place to safeguard children. | * + 1. All persons who work in regulated activity with children and young people at the Emerging Talent Centre must complete a Disclosure and Barring Service Check with Children’s Barred List via The FA DBS when the offer of the post is made, or when they are required to renew their DBS in line with FA Policy, every 3 years.     2. All persons in regulated activity with children at an Emerging Talent Centre shall be required to be trained in safeguarding children awareness to at least include completion of The Football Association’s Safeguarding Children Course, and to renew this training every two years.     3. All other Emerging Talent Centre Staff and Volunteers, including Senior Management Team, Directors and Board Members shall be required to attend Safeguarding awareness training every three years. The FA has courses available for access. |

**3.****Player Registration, Recruitment and Selection**

This section concerns how the Emerging Talent Centre will register, recruit and select the players that are invited to the Centre. The emphasis is on breaking down barriers to participation, improving access and being open and transparent in how selection decisions are made. There is also a need to show how you support players to either progress through the Centre or signpost to exit routes as appropriate.

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| **Key Criteria** | **Sub Criteria** |
| **Player Registration**  3.1 Emerging Talent Centres should aspire to register a minimum of 60 players in total operating across the programme. | * + 1. Centres will be required to affiliate to their local County FA for data collection and insurance purposes.     2. Every Centre player is to be given a registration form for the period of time that they are attending. The form will include Emergency Contact details and medical history. Templates will be provided by The Football Association.     3. The registration period for the Centre begins on 1st August and ends 31st July each season. Registrations will expire at the end of the advertised period. Players can however be recruited at any stage during the season as per point 3.3.2 on page 14.     4. A player registered to a grassroots club will have a primary registration to that club and a secondary registration to the Centre. A player who is not registered to a grassroots club will have a primary registration to the Centre.     5. Centres must register all players and personnel on the Whole Game System in line with the information provided as part of the license agreement.     6. Players can only be registered with a maximum of one Emerging Talent Centre during the season.     7. Centres must demonstrate that they are able to facilitate the number of participants it registers. For example, sessions must have the correct coach ratios for the number participants and a playing area suitably sized. Please refer to coaching ratios under the staffing section. |
| **Guidance** | 1.There is no formal deselection process involved in players leaving an ETC. The players registration will simply come to an end. Players must be informed of their next steps as outlined on page 15.  2. It will be the responsibility of the Centre to manage and support any player wishing to leave the Centre during the season. |
| **Target Age Groups**  3.2 The Centre will deliver structured training opportunities for players aged between 8 and16. | * + 1. Centres will deliver a minimum of three groups. There is flexibility in what age groups Centres choose to deliver and the potential combinations of age groups e.g., single or dual age banding, mixed or multiple age groups.     2. Centres must clearly outline which groups they will be running and funding through this programme.     3. Each Centre may choose to run additional groups, but these will be self-funded. |
| **Player Recruitment and Selection**  3.3 Centres will ensure they have a Talent Identification Plan and selection policy in place (outlining methods, communication, travel distances). | * + 1. The Centre will have a clear Talent Identification plan that ensures accessible opportunities for potential players.     2. There is no formal recruitment window. Centres can recruit players at any stage during the season. |
| **Guidance** | 1. The Centres Talent Identification Plan may include open trials, open training sessions, club referrals or the establishment of scouting networks. It may also include considerations around catchment areas, travel distances and location of Centre’s to ensure accessibility. |
| **Player Support and Transition**  3.4 Transition support should include information on the next steps or other opportunities. | * + 1. A Players registration will expire at the end of the advertised period that they have been registered for.     2. Centres must advise players of their next steps two weeks before the advertised registration period comes to an end. |
| **Guidance** | 1. Some Centres may allow every player to re-register at the end of each registration period. Some Centres may wish to only invite certain players back as per the Centre’s recruitment plan. 2. Every player and parent/carer should know what happens next regardless of whether they will remain as part of the Centre. |
| **Travel Distance to the Centre**  3.5 Each Centre will ensure any young player player with potential can access its training venue. | * + 1. Players should travel no more than one hour each way to access a Centre and should attend the Centre closest to them.     2. Centres can apply for dispensation for players that live outside of the one-hour radius. |
| **Guidance** | 1. Consideration should be made on the potential financial, wellbeing, educational impact of travelling to the Centre. 2. Player’s postcodes should be reviewed as part of the recruitment process to ensure that players are within the one hour rule. |
| **Player / Parent / Carer Costs**  3.6 The barriers to participation should be very low and therefore costs associated to players should be kept to a minimum. | * + 1. Centres can charge a maximum of £120.00 per player per season (30 weeks) or £4.00 per session.     2. Training kit is not a mandatory requirement within the Emerging Talent Centre Programme. All costs associated to players should be inclusive of any training or playing kit provided. Centres are not permitted to charge extra for kit.     3. Centres will provide full bursaries for players from low-income families and will provide evidence of a hardship fund available for this purpose. Payment plans will also be made available to help spread costs. |
| **Guidance** | 1. Consider the purpose of training kit and if this means you are more or less inclusive. A basic kit package (shower jacket, t-shirt, shorts and socks) is recommend to those Centres that choose to issue training kit. Please note that training kit can also double up as match kit. 2. Centres are encouraged to be overt in their attempts to establish which players may not be able to afford to attend the Centre. Information regarding Bursaries should be shared at the recruitment stage. 3. Payment plans and direct debit payments are recommended to enable parents and carers to spread the cost of attending a Centre. |
| **Player, Parent and Carer Inductions**  3.7 All players, Parents and Carers attending the Centre will receive an Induction / welcome meeting. | * + 1. Parents and Carers will be provided with all details relating to the Centre which will enable them to have a clear understanding of its role and purpose.     2. There should be a multi-disciplinary input whereby all roles are explained and outlined     3. The Centre’s Designated Safeguarding Officer should be present, and all Safeguarding Children policies and procedures will be outlined.     4. Supporting documents will be provided to ensure long term clarity and to act as a point of reference. |
| **Guidance** | 1. Inductions can take place online or in person. 2. Players joining outside of the normal recruitment period should also receive an induction. 3. Supporting documents can be in the form of a handbook or they can be displayed on a shared drive. Please be mindful of those parents or carers that may not have access to a computer or printer and therefore may require hard copies. 4. Supporting documents include Key Contacts, an outline of the Emerging Talent Centre Programme and its purpose, training times and venues, codes of conduct, all relevant policies including Safeguarding Children and Complaints. |

1. **Centre Programme Delivery**

This section is simply about what the Emerging Talent Centre will deliver. There will be set criteria in some areas whilst other areas you can choose what you deliver.

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| **Key Criteria** | **Sub Criteria** |
| **Contact Time & Number of Weeks**   * 1. Each centre will offer accessible weekly training sessions to players. | * + 1. Funding will allow Centres to deliver a minimum of one session each week.     2. Funding will allow Centres to deliver a minimum of 1.5 hours of training per session.     3. Age appropriate Strength and Conditioning/physical literacy must be included within the practical training hours as part of the wider curriculum.     4. Goalkeeping provision aligned to the wider curriculum must be provided within the practical training hours.     5. Funding will allow for Centres to operate for a duration of a minimum of 30 weeks |
| **Guidance** | 1. Centres may wish to deliver more sessions per week. It may be necessary for Centres to self-fund additional sessions per week. 2. Centres can choose how they block sessions. Centres may wish to block their sessions to align with school holidays and half terms. Centres may also wish to avoid periods during the winter months, run elements in the summer or off season by way of other examples. 3. Centres may choose to operate across more than one venue to provide accessible opportunities within their catchment. Centres might switch venues around to ensure all areas of their catchment area have been covered. |
| **Holistic Coaching Programme**   * 1. Each centre will provide players between the ages of 8 and 16 who show potential with a high-quality training environment as part of a holistic development programme. | * + 1. Each Centre needs to be able to evidence and deliver a Technical and Physical curriculum for all players.     2. Delivery will be based on the relevant age and stage of the players in line with Long Term Player Development principles.     3. Centres will seek to provide and facilitate additional stretch and challenge opportunities for high performing players.     4. Psychological/Social Development Support will be provided to players, parents/carers and staff through FA webinars and CPD. Centres may also offer additional support in this area.     5. Education/Lifestyle Development Support will be provided to players, parents/carers and staff through FA webinars and CPD. Centres may also offer additional support in the area. |
| **Guidance** | 1. The Football Association will provide an optional Technical and Physical curriculum to support players and coaches, which Centres may choose to adopt. 2. The Football Association will provide each Centre and its players with an optional self-reflective Individual Player Development (IDP) tool which will be used to monitor and reflect on progress. It is not a mandatory requirement to provide Player Reviews or IDPs to every Player at the Centre. The Self Reflection Tool will assist in enabling this function to exist whilst managing large groups of players. 3. Additional stretch and extend opportunities may include moving players up and down age groups, Bio banding, facilitating mixed football/boys opportunities. 4. The use of online workshops is a time and cost-effective way for Centres to provide holistic support to players. The FA will facilitate a series of workshops to support in this area. |
| **Games Programme**   * 1. Emerging Talent Centres should plan and embed a games programme alongside the coaching curriculum to support Players Long Term Development. | * + 1. Centres will provide players with a minimum one game every 6 weeks which will include at least one festival in line with the Centre’s wider curriculum. Centres will be responsible for organising games. The Football Association and its partners will also support and organise elements of the games programme.     2. Centres will endeavour to expose players to a variety of different formats and experiences, including Futsal.     3. The games programme opportunities should not conflict with a players club football but supplement it, allowing players to benefit from exposure to a variety of different experiences and formats.     4. There is no stipulation as to who Centres can and can’t play against.     5. Centres are not permitted to affiliate and enter age group teams made up of Emerging Talent Centre Players to compete in a regular girl’s grassroots league. |
| **Guidance** | 1. Intra competitions, Futsal and small sided opportunities will allow players to be exposed to different formats of the game. 2. The Games Programme can be played midweek during training or during school holidays, or designated weekends that do not impact grassroots fixtures. Intra training games are also encouraged. 3. Where appropriate, players attending the Centre are encouraged to play their grassroots league games programme within a mixed football environment to provide appropriate challenge. 4. Centres are encouraged to include mixed football opposition as part of their games programme provision in order to provide additional challenge. |
| **Training Balance & Supporting Other Activities**  4.4 Players selected to attend the Centre should be supported in ensuring there is appropriate balance between playing club football and other forms of football as well as other sports encouraged. | * + 1. Players’ club football will take priority over attending the Centre and participating in Centre organised games.     2. Centres will also give priority to County Schools and English Schools Football which take place on the 2nd Saturday of every month.     3. Centres will also be supportive and will accomodate other School Activities and Educational Trips. |
| **Guidance** | 1. Centres may wish to consider more than one training night, or different nights for the different blocks to avoid clashes with club training nights. 2. The Games programme should be scheduled to avoid clashes with a player’s club and schools football. This could include utilising Centre training nights or during school holidays. 3. Multi sports sessions and activities can also form part of your programme. |
| **Player to Staff Ratios**   * 1. Emerging Talent Centre can grow based on its individual needs. Player to staff ratios will be factored into budgets, planning and delivery. | * + 1. The number of staff will depend on the number of players at the Centre. Please use the NSPCC guidelines below:   • Under 9’s – one member of staff to every 6 children (1:6)  • Under 10’s to Under 12’s - one member of staff to every 8 children (1:8)  • Under 14’s to Under 16’s – one member of staff to every 10 children (1:10) |
| **Guidance** | 1. Coaches should make up the majority of staff in these ratios. It is possible for supporting staff to contribute towards these ratios when the coaching ratio cannot be met however this must be an adult in a formal supervisory role to support the activity. This adult must be subject to the same safer recruitment process and have an appropriate level of qualification for the supporting role they are carrying out, which is to include safeguarding training. 2. Young leaders (under-18) or coaches aged 16-17 cannot be considered as adults and must not be used to meet the ratio requirements set out above. 3. It is essential that mitigations are in place in the instance that staff are absent or in the event of an emergency. |
| **Networks and Partnerships**   * 1. The Centre will develop mutually beneficial relationships with key partners to support the growth and development of the programme and the players and staff within it. | * + 1. The Centre will demonstrate and evidence links in place with key partners and organisations in their community, including: * Local County FA (in the event they are not the Licence holders) * Local County Grassroots clubs and community programmes * At least one Further Education College/institution * At least one Higher Education institution/University |
| **Guidance** | 1. Having a local strategy for Talent Identification and Development will ensure your Centre is able to deliver on its outcomes. County FAs will have critical local knowledge that will support you with this. 2. Developing a network of grassroots clubs and community organisations will enable you to share your curriculum, plan for player development which will ensure greater consistency for those players in these environments. This may also be a great place to develop coaches. 3. A relationship with FE institutions can enable post 16 education exit routes, future pathway opportunities and potentially shared services such as facilities. 4. Higher Education institutions can support you in providing additional performances services and facilities. |

**5.Centre Workforce**

The Key to establishing a high-quality training environment is an experienced and qualified coaching and volunteer team to manage and run sessions. The emphasis is on breaking down barriers to coach recruitment, improving access for underrepresented groups.

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| **Key Criteria** | **Sub Criteria** |
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| **Safe Recruitment**   * 1. The Centre must adopt safer recruitment practices for every role. | * + 1. The Centre must adopt safer recruitment practices for every role. This includes having a role profile/job description, confirmation of identity, the taking up of at least two references, interviewing and substantiating qualifications. Employment should be subject to suitable references and the relevant Disclosure and Barring Service (DBS) checks. A suitable induction and probationary period should be included, alongside identification and facilitation of training needs.     2. All staff and volunteers involved at a Girls’ Emerging Talent Centre must be registered on Whole Game System. This must be kept up to date with relevant training qualifications required for the role and DBS checks. Any person who is not registered shall have no involvement with the Centre. This requirement shall apply to all persons involved at the Centre. Whole Game System may be liable to inspection and verification at any time by The Football Association as appropriate. |
| **Staffing**   * 1. All roles responsible for the delivery of the Centre will be appropriately experienced and qualified. | * + 1. It is important when recruiting coaches that consideration is given to inclusive recruitment practices which will increase opportunities for those from diverse backgrounds. Key to the role will be expertise in how to engage effectively with players at the various age groups and provide a high quality, safe and fun environment.     2. All Centre staff should be qualified as per the role specifications below.     3. Alternative staffing structures will be accepted providing all outcomes can be met. |
| **Guidance** | 1. A Centre may wish to deliver an alternative Staffing Structure to what has been shared below. Applications for an alternative staffing structures should be made to The Football Association. 2. Considerations should be made regarding how the Centre’s staffing structure aligns to the Club or Organisation’s larger structures. 3. Centres may wish to consider utilisation of the funds to provide a full-time position to manage and deliver the programme. |
| * 1. Player Development Lead (part time) | * + 1. Purpose to lead and inspire an environment where any player is welcome, and possibility is encouraged via a systemic approach to emerging an undeveloped talent potential.     2. The Player Development Lead should include a minimum of 6-10 hours per week for a minimum of 30 weeks and attendance at games.     3. The Player Development Lead will hold a minimum of a Level 3 or above Coaching Qualification or Teaching qualification. Individuals with a teaching qualification will also require a minimum of the FA Level 2 FA DBS, FA Safeguarding Children Course and FA Level 1 Introduction to First Aid in Football (IFAiF) or FA Emergency First Aid are also required.     4. The Player Development Lead may coach as part of the role. |
| * 1. Centre Manager (part time) | * + 1. The Centre Manager will support the Plyer Development Lead to ensure the Emerging Talent Centre environment is safe, appropriate and meets the needs of the players, staff and The FA.     2. The role should include a minimum of 4-8 hours per week for a minimum of 30 weeks and attendance at games.     3. Minimum Qualifications FA DBS, FA Safeguarding Children Course, FA Level 1 Introduction to First Aid in Football (IFAiF) or FA Emergency First Aid     4. The Centre Manager may coach as part of the role if appropriate. |
| * 1. Centre Group Coach (part time) | * + 1. CentreGroup coaches will support and develop all players within the Emerging Talent Centre group coached to attain the highest levels of performance possible in a safe, secure and supportive environment.     2. The role should include a minimum of 1.5-3 hours per week for a minimum of 30 weeks and attendance at games.     3. Minimum Qualifications required are Level 2 or above coaching qualification, FA DBS, FA Safeguarding Children Course, FA Level 1 Introduction to First Aid in Football (IFAiF) or FA Emergency First Aid. |
| * 1. Mentee Coach (voluntary) | * + 1. The Centre is encouraged to support and develop Mentee coaches     2. Mentee coach hours and game attendance will be set by the Emerging Talent Centre and may differ from other roles.     3. Minimum Qualifications required are Level 1 or above coaching qualification, FA DBS, FA Safeguarding Children Course, FA Level 1 Introduction to First Aid in Football (IFAiF) or FA Emergency First Aid. |
| * 1. Goalkeeping Coach. | * + 1. A minimum of one Goalkeeping coach will used to support and develop all players within the Emerging Talent Centre group coached to attain the highest levels of performance possible in a safe, secure and supportive environment.     2. The role should include a minimum of 1.5 hours per week for a minimum of 30 weeks.     3. Minimum Qualifications required are FA Level 2 in Goalkeeping or above coaching qualification, FA DBS, FA Safeguarding Children, FA Level 1 Introduction to First Aid in Football (IFAiF) or FA Emergency First Aid. |
| * 1. Strength and Conditioning Coach | * + 1. To plan and deliver a physical performance programme aligned to an physical curriculum to all players.     2. The role should include a minimum of 1.5 hours per week for a minimum of 30 weeks. This equates to a minimum of thirty minutes per group.     3. Minimum qualifications include BSc in Sports Science or a Sport Science related discipline and, hold UK Strength and Conditioning Association (UKSCA) or ASCC accreditation. If accreditation has not been obtained, evidence must be provided to demonstrate an ability to working towards obtaining it, including, but not exclusive to, the attendance of workshops. FA DBS, FA Safeguarding Children Course, FA Level 1 Introduction to First Aid in Football (IFAiF) or FA Emergency First Aid. |
| * 1. Physiotherapist/Sports therapist. | * + 1. There must be a person in attendance at every game and training session, who is available to deliver emergency and first aid. They should hold the FA Level 2 Emergency First Aid in Football (EFAiF) or the FA Basic First Aid for Sport Course, FA DBS and FA Safeguarding Children Course.     2. In the event of a serious injury the Emerging Talent Centre is to have access and a referral process to either: (i) a HCPC Registered Physiotherapist, or (ii) a Sports Therapist who holds a degree in sports therapy and has full membership of the Society of Sports Therapy, in either case holding adequate indemnity insurance. In both cases they should also hold an FA DBS and FA Safeguarding Children Course. |
| * 1. Designated Safeguarding Officer | * + 1. To drive and oversee the Emerging Talent Centre environment to ensure it is safe and secure.     2. The Designated Safeguarding Officer (DSO) must be trained in safeguarding children awareness to at least include completion of The Football Association’s Safeguarding Children Course and The FA Welfare Officers Course. In addition, the DSO must attend annual safeguarding professional development. |
| **Workforce Development**   * 1. Emerging Talent Centres must identify a programme of training and CPD opportunities to offer their workforce including in respect of safeguarding (as may be prescribed by The Football Association from time to time), equality and diversity, and anti-discrimination. | * + 1. Centres will receive in situ FA Coach Development Support via The Football Associations Women’s High Performance Football Centre’s Coach Development Team.     2. Centres will provide Coach Development Plans for all staff with support from the FA WHPFC Coach Development team.     3. The FA Coach Development team will support Centres with the identification of a diverse future coaching talent pool.     4. The FA will prescribe CPD and training to support both the delivery of the Centre and to support all staff within it. Staff will be required to attend events where necessary.     5. CPD opportunities will be offered to grassroots coaches to connect the programme to the wider game. |
| **Workforce Inductions**  5.11 All members of staff employed to work at the Centre will receive an annual induction. | * + 1. Members of staff will be provided with all details relating to the Centre which will enable them to have a clear understanding of its role and purpose including in respect to safeguarding, equality and diversity, and anti-discrimination.     2. All policies and procedures relating to the Centre should be shared and outlined.     3. Expectations around behaviours and standards should be covered within the Induction.     4. The Centre’s Designated Safeguarding Officer must be present, and all Safeguarding Children policies and procedures must be shared and training on them delivered.     5. Supporting documents will be provided to ensure long term clarity and to act as a point of reference. |
| **Guidance** | 1. Inductions can take place online or in person. 2. Members of staff joining outside of the normal recruitment period should also receive an induction. 3. Supporting documents can be in the form of a handbook or they can be displayed on a shared drive. Please be mindful of those members of staff that may not have access to a computer or printer and therefore may require hard copies. 4. Supporting documents include Key Contacts, an outline of the Emerging Talent Centre Programme and it’s purpose, training times and venues, codes of conduct, all relevant policies including Safeguarding Children, Whistleblowing, HR and Payroll. |

**6.Centre Facilities**

This section outlines the location and type of facility that will host the Emerging Talent Centre. Above all else the venue used should be safe, accessible and with some minimum operating standards in place ensuring that players receive the best possible training experience.

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| **Key Criteria** | **Supporting Information** |
| **Training Facilities**   * 1. The Emerging Talent Centre will be based at an accessible, appropriate, and safe site. | * + 1. Centre to provide the address and postcode of its training facility as well as transport links during the application process to assess its accessibility.     2. The Centre must be accessible by public transport including rail and or bus. It is expected that this information on how to travel to the Centre will be shared with parents and carers.     3. Centres should be based within a one-hour radius of their registered offices or main base.     4. The following minimum facilities are required for all weekly practical training sessions: * Car parking * Public transport access including nearby bus or tube stop * Toilets with appropriate disposal of sanitary products * Good quality all weather playing surface e.g., 3G * Floodlights * AED (Defib) on-site * It is best practice to have designated changing rooms for players. * It is best practice to have a separate medical / first aid room * It is best practice to have a recognised parent/carer/visitor area for anyone observing training or waiting.   + 1. There are no stipulations regarding training pitch dimensions. Centres must consider the area size for technical sessions dependant on players’ age and numbers of players training.     2. A dedicated goalkeeping area separate from other training areas is best practice.     3. All non-pitch based coaching activities (i.e., physical development sessions, gym work etc.) must take place in an appropriate size area dependent on the activity. |
| **Games Programme Facilities**   * 1. The Emerging Talent Centre games programme will be based at an accessible, appropriate and safe site | * + 1. The following minimum facilities are required for organised games and festivals: * Suitable changing rooms, washing and toilet facilities for all teams with appropriate disposal of sanitary products * Car parking * Public transport access * Appropriate playing surface e.g., 3G, grass pitch, Futsal Court * Floodlights * A RESPECT line (dedicated spectator area) at least 2 meters from the touchline. Each area should run the length of the pitch but not behind the goal posts. * AED (Defib) on-site * It is best practice to have a separate medical / first aid room   + 1. Centres are strongly encouraged to experiment with different formats of the game to enable players multiple experiences and learning opportunities.     2. Games programme facilities must be able to host different formats include 3v3, 4v4, 5v5, 6v6.     3. Indoor space such a Futsal Courts is desirable. |
| **Guidance** | 1. Please see the information below relating to standard formats of the game. It is advised that these formats are followed.  * Under 10s to play between 4v4 to 7v7 on a maximum pitch size of 60 yards x 40 yards (55m x 37.5m). Recommended goal size 12ftx6ft and using a size 3 ball. * Under 12s to play 9v9 on a maximum pitch size of 80 yards x 50 yards (75m x 45m). Recommended goal size 16ft\*7ft and using a size 4 ball. * Under 14s to play 11V11 on a maximum pitch size of 90 yards by 55 yards (82m x 50m), using a size 4 ball and 9 v 9 goalposts. (Goal 16\*7 or 21\*7 whichever is available on the site). * Under 16s to play 11V11 on a maximum pitch size of 100 yards x 60 yards (91m x 56m), using a size 5 ball. |
| **Safe Training Environments**   * 1. To ensure that players, staff and volunteers attending an Emerging Talent Centre do so in an environment free from harm and the potential causes of harm. | * + 1. Evidence of completed and up to date risk assessments for all venues, Centre trips and events, both onsite and off site, which are all subject to spot checks     2. Registers for players accounting for arrival and departure.     3. Safeguarding considerations form part of the Risk Assessment Template and checks.     4. A documented Medical Emergency Action Plan. It is best practice to have physical copies available and clearly displayed at the facility where possible |
| **Sustainability**   * 1. Hire agreement or other evidence that the Centre can sustain activity over the duration of Centre activity. | * + 1. A service level agreement is in place with the facility providers for the duration of Centre Activity. |

**7.** **Measuring the Environment**

It is essential that the Emerging Talent Centre is a safe and inclusive space and outcome driven all whilst ensuring the minimum operating standards are being met. This part highlights how the performance of the Emerging Talent Centre will be measured and evaluated.

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| **Key Criteria** | **Supporting Information** |
| **Financial Monitoring**  7.1Emerging Talent Centres will maintain up to date and accurate records of programme related spends and will submit to The Football Association when required. | * + 1. Evidence of programme related spends will be submitted in a FA cash flow document along with copies of invoices, once a year to The Football Association. Failure to do so by the required date will result in non-payment of the grant.     2. The maximum underspend that can be carried forward to the following season is £2,000.00. Any underspend greater than this will be reported to The Football Association who can request the additional underspend is returned. |
| **Quality Audit**   * 1. The Emerging Talent Centre delivery, environment and its outcomes will be measured via an audit system. | * + 1. The Football Association will evaluate the performance of the Emerging Talent Centre on objective criteria (including, tactical, technical and player welfare). Aligned to the outcomes of the programme and to ensure programmes are safe to operate.     2. Player, Staff, Parent and Carer voice will be included as part of the audit process.     3. Centres are expected to support and fully engage in any audit and compliance checks carried out against the criteria. |
| **Guidance** | 1. Quality audits will include measures around the number of players acessing the programme, coaching, training and games programme, leadership, performance support, pathway progression and player welfare. |
| **Complaints Procedures**   * 1. Emerging Talent Centres will ensure there is a mechanism in place whereby complaints are dealt with effectively and within appropriate time scales. | * + 1. In the event of a player, parent /carer or member of staff having a grievance against an Emerging Talent Centre or employee of that Centre, which is FA licensed, the following grievance procedure should be followed: * The grievance should be made in writing to the Centre Manager in the first instance stating the nature of the grievance and the player’s full name. The grievance should be marked as confidential and made in writing to the Centre Manager in the first instance stating the nature of the grievance and the player’s full name. * In the event of the grievance being against the Centre Manager the outline of grievance should be forwarded to the employing body. * The grievance shall be investigated by the Centre Manager or employing body with the findings and outcome reported to the person lodging the grievance, in writing, within 20 working days of the initial grievance being received. * If the person lodging the grievance is not satisfied with the outcome of the procedure, they can appeal by writing to the National Emerging Talent Centre Manager at the FA within 10 working days of receiving the outcome. |