**REPORTING SCHEDULE**

**DOUBLEPASS AUDIT**

The Club was audited by the Independent Standards Organisation (ISO) Double Pass between the 30th November and 3rd December 2017.

Based on the assessment of the Academy it has been recommended that the Club is classified Category 3 with Key Action Points to comply with over a stated period.

The EFL Youth Development Regional Manager conducted, in addition to other Academy support, the following recorded reporting visits throughout the season.

|  |  |
| --- | --- |
| Type of Report | Date conducted |
| CORE CONDITIONS | 28th June 2017 |
| AUDIT TOOL CHECKS | 1st August 2017 |
| ACTION PLAN | 28th June 2017  1st August 2017 |
| MATCH OBSERVATION  Professional Development Phase | 18th November 2017 |
| MATCH OBSERVATION  Foundation and Youth Development Phases | 19th November 2017 |
| SEASONAL OPERATIONAL RECORD  SOR (1 - Vision, Leadership and Finance) | 3rd October 2017 |
| SEASONAL OPERATIONAL RECORD  SOR (2 - Football, Coaching Observation PDP) | 30th October 2017  17th November 2017 |
| SEASONAL OPERATIONAL RECORD  SOR (2 - Coaching Observation FP & YDP) | 17th November 2017  18th November 2017 |
| SEASONAL OPERATIONAL RECORD  SOR (Review of all other KPI’s 3 - 8 and PMA content) | 23rd October 2017  12th March 2018  25th April 2018 |
| SEASONAL OPERATIONAL RECORD  SOR (5- Operations, PMA) | 12th March 2018 |
| SEASONAL OPERATIONAL RECORD  SOR (Priority Issues) | 25th April 2018 |

**VISION, LEADERSHIP AND FINANCE**

The Clubs Academy Manager Sevvy Aslam has produced an Academy Performance Plan (APP) that includes its vision/values and culture. These have been considered and signed off by the Club Technical Board in previous seasons and again most recently in September 2017. The APP is distributed to all members of the Technical Board, and all full-time staff can access the document on the Club’s Intranet.

The Cub vision includes that the Club will continue to maintain and achieve excellence on and off the field and within the next two years achieve promotion to and challenge at the top end of League One. The Academy/Youth development is part of this strategy, via a carefully managed process of investing in homegrown talent that aims to stabilise, strengthen and ultimately grow the Club’s fortunes and reputation both on and off the field of play.

The vision for the Academy is to provide Port Vale FC with home grown players to support the 1st Team manager and states: ‘Our vision is that Port Vale Academy, staff and partners will work in partnership to becoming the very best Category 3 Academy. The Academy will work towards enhancing the number of players developed into professional footballers, we envisage with our friendly environment each player will be challenged to have a strong work ethic, dedication, honesty, a sense of team, and an individual and collective desire to be the best, this will be visible in everything our teams and club/staff represent’.

The values of the Club have been described as challenging players to have dedication, honesty and a sense of teams desire to work hard. The club values are clearly displayed on the club website for players and parents to view. Similar values are fundamental for the wellbeing of the Academy and these include honesty, commitment, communication and compassion for the ethnic backgrounds and cultural diversity of its players and supporters.

The Club has a documented mission statement outlining that the Club’s underlying purpose is to provide supporters with the highest level of enjoyment possible by continuing a tradition that has been established during a glorious history spanning over 140 years of highs and lows.

The Club have a clear strategy relating to the development of players in the pre-Academy age groups. Lee Foyle (FP Lead) is responsible for overseeing the three U7/U8 development centres with the support of the Club’s Foundation Trust.

Within the Academy, each department (Leadership and Management, Coaching, Education, Sports Science and Medicine, Recruitment) has produced a departmental performance plan, which includes departmental targets/outcomes to be achieved during the season and some longer term targets that reflect the vision of the Academy.

SMART (Specific, Measurable, Achievable, Realistic, Timed) Performance targets are identified for all individuals within the Academy. Departmental SMART targets are established for each department on a phase specific basis following AMT meetings. Department targets have been reviewed and brought up to date.

The achievement of the departmental performance targets is monitored via AMT meetings, which take place on a weekly basis. Individual performance targets are monitored as part of the staff appraisal process which takes place in December and April each season. Sevvy Aslam is responsible for conducting the appraisals of the full-time staff and the part-time staff are appraised by himself or the Lead Phase Coaches/Heads of Department.

For the coaching staff, the first ‘appraisal’ is a review of the CCF and the second meeting is seen as a more formal appraisal. The appraisals for non-coaching staff are conducted using a standard template, which includes an assessment of individual performance targets and records are kept on file within the Academy Office.

Sevvy Aslam is responsible for collating data regarding the achievement of the performance targets on a regular basis within the AMT structure. Heads of Department and Lead Phase coaches are responsible for collating data regarding the achievement of the performance targets within their own departments/phases. This allows the Academy Manager to monitor progress at regular intervals (in line with AMT dates) against the targets detailed within the APP. This information is gathered and utilised for the production of the internal Annual Report, which is compiled in the form of a SWOT analysis, aimed at measuring the achievement of the established performance targets and established new targets to focus upon.

An up to date Academy staffing model aligned with the requirements associated with Category 3 has been produced and includes all recent changes to the staffing structure and details the roles and responsibilities of each individual. An organisational chart, which includes the staffing structure for each department and makes reference to how the Academy departments interact with each other, including the Foundation Trust, which plays a significant part in the Academy’s recruitment process, has also been produced.

The Academy has a documented policy regarding the employment of ex-players, ex-scholars and BAME coaches. The Club have followed this policy recently in terms of advertising and interviewing potential candidates for the role of Academy Head of Coaching. The Academy has a process in place for the recruitment of new members of staff, which includes the involvement of the Academy Manager/AMT and line manager, where appropriate.

There is a clear staff induction process for all new staff, which is overseen by the Academy Manager who issues an Academy information pack, a letter of employment, job description, code of conduct and a presentation of the online information available at the Club.

The Academy has a policy outlining how its staff interact with each other and with other areas within the Club, which includes forming relationships with the Club’s senior management.

An Academy Management Team (AMT) is established and meets every Tuesday. Minutes of AMT meetings are taken by Josh Horsley and sent to all members of staff as well as being retained on file within the Academy office and these have made available for inspection. The minutes are also uploaded onto the PMA for part-time staff to access.

The AMT constitutes:

|  |  |
| --- | --- |
| Academy Manager & YDP Lead | Sevvy Aslam |
| Head of Coaching | Warren Campbell |
| Professional Development Phase Lead Coach | Mick Ede |
| Youth Development Phase Coach | Paul Ede |
| Foundation Phase Lead Coach & HOR | Lee Foyle |
| Head of Sport Science & Medicine | Rebecca Shutts |
| Head of Education | Chris Taylor |
| Lead Academy Analyst | Andy Hearn |
| Academy Administration and Operations | Joshua Horsley |

The functions of the Academy Management Team are documented and include:

* Developing, defining and monitoring the Academy football philosophy
* Developing, defining and monitoring the Academy Performance Plan
* Management of the Academy budget
* Management of the transition of players through the phases of the performance pathway
* Setting productivity targets
* Managing the Human Resources functions of the Academy
* Review of each department

Outcomes and decisions made by the AMT are reported to the Club’s Senior Management by the Academy Manager.

A Technical Board (TB) has been established and has met four times this season. Meetings are scheduled quarterly as a minimum. Colin Garlick (CEO) has introduced a Club Operations meeting that compliments the TB. Minutes of TB meetings will be taken by Sevvy Aslam and all minutes are sent to all members of the group as well as being retained on file within the Academy Office.

The TB constitutes:

|  |  |
| --- | --- |
| Chief Executive | Colin Garlick |
| 1st Team Manager | Neil Aspin |
| Academy Manager | Sevvy Aslam |
| Head of Club Recruitment | Gareth McClelland |

The functions of the Technical Board are documented and include:

* Developing, defining and monitoring the Club football philosophy
* Strategically developing, defining and monitoring the Academy Performance Plan
* Monitoring of the transition of players through the phases of the performance pathway
* Monitoring the playing opportunities of Academy players at 1st Team level
* Monitoring of the productivity profile of the club in terms of home grown Players

Decisions made by the Technical Board are communicated to the Club Board by Colin Garlick.

The Club have reviewed the strategy regarding the transition of players from the Academy to the 1st Team. The strategy involves monitoring the training and game opportunities for scholars and young professionals, and a loan strategy which is overseen by the Academy Manager. It is recommended that the strategy is formalised through the TB and reviewed on a regular basis.

The Academy and 1st Team staff integrate on a daily basis and this is positively influenced by being on one site. Daily informal meetings between the 1st Team and Academy staff take place to discuss Academy players training with the 1st Team squad.

The Academy budget is determined by the Chairman, CEO and the Academy Manager. The budget holder for the Academy is Sevvy Aslam and he has delegated responsibility to authorise expenditure up to £150. The ongoing management of the Academy budget is discussed with the Chairman. A list of Cost Centre codes (Chart of Accounts) is available that identifies the different types of Academy expenditure. A monthly spreadsheet is sent by Sevvy Aslam to Colin Garlick regarding the Academy’s part-time staffing costs.

An external audit of Academy expenditure is undertaken by Kelly Molyneaux as part of the Club’s annual accounting process.

The Club has considered the Academy budget for the season and recognises that additional financial commitment may be required to maintain its current status. Future costs that have been identified include equipment, education resources and the recruitment of additional staff.

Based upon the information included in the Club’s grant aid funding application, the level of grant, club contribution and total “eligible” expenditure on the Academy was detailed in the budget.

**FOOTBALL**

The following table details the full-time coaching staff that are employed within the Academy and the most senior qualification they hold:

|  |  |  |
| --- | --- | --- |
| Academy Manager & YDP Lead | Sevvy Aslam | UEFA A, UEFA B, Youth Award w/t AYA |
| Head of Coaching | Warren Campbell | UEFA A, Youth Award, W/T EHOC |
| Lead PDP Coach | Mick Ede | UEFA A, AYA |
| YDP Coach | Paul Ede | UEFA B, W/T UEFA A, Youth Award |
| Lead FP Coach | Lee Foyle | UEFA A, Youth Award |
| Lead Academy GK Coach | Ronnie Sinclair | UEFA A, UEFA GK A, AYA |

According to the information supplied by the Club, the Academy coaching staff are qualified as listed in the table below.

|  |  |
| --- | --- |
| No. of staff | Highest Qualification |
| 0 | Pro Licence |
| 9 | UEFA ‘A’ |
| 8 | UEFA ‘B’ |
| 3 | Level 2 completing a UEFA ‘B’ Course |
| 1 | UEFA ‘A’ GK |
| 0 | UEFA ‘B’ GK |
| No. of staff | Highest FA Youth Award Qualification |
| 2 | FA Advanced Youth Award |
| 15 | FA Youth Award |
| 1 | FA Youth Module 3 |
| 2 | FA Youth Module 1 & 2 |

A documented Club football philosophy outlining the preferred playing style of the Club (1st Team) has been developed, which contains reference to preferred aspects of play both in and out of possession and during transition. It also includes detail relating to preferred formations and styles of play.

A documented Academy Playing Philosophy outlining the preferred playing style of the Academy across the Development Phases has been developed which compliments and supports the Club Football Philosophy. It is based around principles of play relating to “in possession”, “out of possession” and “in transition”. The Academy playing philosophy includes player profiles that are position and phase specific. These have been made available to parents and players on the Academy website.

The philosophy within the PDP is linked to the 1st Team playing philosophy and includes aspects relevant to playing in the different thirds of the field and focuses on the transition between small sided games and 11-a-side.

The age when winning becomes an important consideration within the Academy games programme is considered to be in the PDP due to the league and cup competitions that the PDP teams participate in. Players are also encouraged to adopt a winning mentality when participating in tournaments, but this is not clearly identified or documented.

A phase specific Academy coaching philosophy has been established which is based around the 4 corners and identifies the preferred coaching styles and methods on a phase specific basis. The coaching philosophy has been developed by Sevvy Aslam and Warren Campbell is to follow up through discussions at AMT meetings. The philosophy is linked with the Academy/Club playing philosophies and is reviewed annually under the guidance of the Head of Coaching in conjunction with the coaching staff.

The Academy coaching philosophy includes detail relating to differentiation, dealing with late developers and managing relative age effect. It also references arrangements for playing players up and down an age group.

The Academy have a Coach’s policy on managing individuals that reads;

‘Observation and individual player analysis is paramount towards individual player development. Recognising the individual difference should provide the coach with the necessary information to appropriate interventions and further practices. The support for the player will need to come from the coach and will change from day to day and task to task, from any given task, different players will emerge! The skill of the coach is to identify which players within the group are to be challenged further, which are ok and which need support in order to catch up with the rest of the group.

Coaches need to understand they cannot meet the needs of all the players, all of the time, but need awareness of all the issues and an understanding of where to help players technically, physically, socially and psychologically’. Although this is documented, the Academy are advised that CPD for coaches would allow this to be applied in practice.

The Academy has developed a phase specific coaching curriculum, which is periodised into 6 blocks of work, (12 blocks for the FP) which are 4 cornered and focus on attacking and defending principles. There is appropriate reference to position specific aspects and the programme allows for players to focus on individualised programmes. All phases have a flexible week at the end of the cycle to allow coaches to revisit sessions. The programme also allows the allocation of time for each age group to undertake a video analysis session every fourth week, which includes game and individual analysis, FIFA 11+ and SAQ work.

The curriculum has been developed further this season to include futsal, additional coaching hours and the introduction of a range of coaching methods across the phases.

The Academy Manager has designed a bespoke programme to implement its individual training. DISCS (Development of Individual Strength with Concentrated Support) is a format that identifies individual targets for the players and specific time is allocated before training sessions to enable them to work on these. In order for these to be considered ILP’s, the Academy need to ensure there is documentation that explains, where the training is to take place, when the training is to take place, who is responsible for the training and the timeframe that it is to be completed in.

The Academy goalkeeping programme is periodised into 6 blocks of work and is phase specific. The programme is delivered by Ronny Sinclair and the topics within the curriculum are linked to the outfield coaching programme. The goalkeeping programme requires age specific learning objectives and regular feedback through the PMA.

The Academy has a standard session plan template that is utilised for all coaching sessions and includes detailed team and individual learning objectives within the 4 corners, which are recorded on the PMA. Within the session plans consideration is given to each player’s Individual Learning Plan (ILP), which is recorded on the PMA and also available on a laminated sheet at training sessions.

A library of best practice sessions is available on the PMA for all coaches to access. Other resources that are available to coaches to enable them to prepare sessions include videos, DVDs, CPD sessions and a 4 week analysis session for each age group.

Team objectives outlined on match days are linked to the coaching curriculum and Academy playing philosophy. Match day individual learning objectives are set and are linked to the players DISCS which are reviewed every 6 weeks. Reviews of players training and matches should be more consistent across all age groups and regularly monitored by the full-time staff.

Video analysis is utilised for the PDP on a weekly basis by recording games with evaluations undertaken for each player and recorded in electronic format across the phases on the PMA. Video analysis feedback is provided to players in the FP and YDP on a team basis, for a minimum of 5 games per age group per season. Each age group is allocated 30 minutes at the stadium to review the match and the topic for the week. The screen is an interactive whiteboard and players are encouraged to present feedback via this equipment. Andy Hearn also records a minimum of two sessions per age group and players are provided with appropriate feedback.

A Club specific Coach Competency Framework (CCF) was launched this season and is being developed further. All coaches have undertaken an initial assessment which is followed by regular meetings during the season. Feedback after sessions and games is provided by the HOC with the addition of video analysis to support this. Development Action Plans (DAP’s) are in place for coaching staff with the support of the FA Youth Coach Developer (FAYCD). Coaching staff would benefit from individual CPD that falls in line with their DAP.

A CPD programme for coaching and non-coaching staff has been established and is led by the Academy Manager and FAYCD. The main content of the CPD programme has been based around qualifications and the APP. A detailed annual plan of CPD events across all departments in the Academy would benefit staff and allow for clear and consistent messages to be presented.

The Academy utilises the full-time training model in the PDP and the part-time model in the FP and YDP.

The Club operates a flexible programme and ensures that all players on the part-time training model achieve the requisite coaching hours across each review period by utilising school holidays. The Club operates a flexed season. If necessary the coaching hours are adapted to reflect the need to participate in games or the needs of the individual

The weekly Coaching Programme is structured as follows:

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **COACHING TIMETABLE** | | | | | | | | |
| Duration (hours) | | | | | | | | |
|  | **Mon** | **Tue** | **Wed** | **Thur** | **Fri** | **Sat** | **Sun** | **Total** |
| **U9** | 1h30m |  | 2h |  | 2h |  |  | **5h30m** |
| **U10** | 1h30m |  | 2h |  | 2h |  |  | **5h30m** |
| **U11** | 1h30m |  | 2h |  | 2h |  |  | **5h30m** |
| **U12** | 1h30m |  | 2h |  | 2h |  |  | **5h30m** |
| **U13** | 2h |  | 2h |  | 2h |  |  | **6h** |
| **U14** | 2h |  | 2h |  | 2h |  |  | **6h** |
| **U15** | 2h |  | 2h |  | 2h |  |  | **6h** |
| **U16** | 2h |  | 2h |  | 2h |  |  | **6h** |
| **U18** | 3h | 2h | 3h |  | 2h |  |  | **10h** |

The following table details the number of coaching hours delivered per age group over the last four seasons.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Age Group** | **No. of sessions** | | | |
| **2014/15** | **2015/16** | **2016/17** | **2017/18** |
| **U9** | 2 | 2 | 2 | 3 |
| **U10** | 2 | 2 | 2 | 3 |
| **U11** | 2 | 2 | 2 | 3 |
| **U12** | 2 | 2 | 2 | 3 |
| **U13** | 2 | 3 | 3 | 3 |
| **U14** | 3 | 3 | 3 | 3 |
| **U15** | 3 | 3 | 3 | 3 |
| **U16** | 3 | 3 | 3 | 3 |
| **U17/18** | 7 | 7 | 6 | Up to 6 |

The following table details the number of sessions delivered per age group over the last four seasons.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Age Group** | **Total hours** | | | |
| **2014/15** | **2015/16** | **2016/17** | **2017/18** |
| **U9** | 4h | 4h | 4h | 5h30m |
| **U10** | 4h | 4h | 4h | 5h30m |
| **U11** | 4h | 4h | 4h | 5h30m |
| **U12** | 4h | 4h | 4h | 5h30m |
| **U13** | 4h | 6h | 6h | 6h |
| **U14** | 6h | 6h | 6h | 6h |
| **U15** | 6h | 6h | 6h | 6h |
| **U16** | 6h | 6h | 6h | 6h |
| **U17/18** | 12h30m | 12h30m | 12h30m | Up to 10h |

A process detailing how the Academy manages the transition of players from one age group to the next has been documented.

**EDUCATION**

Chris Taylor is employed as the part-time Head of Education and holds the B.A Dip Ed Youth tutor qualification making him suitably qualified for the role who works under the guidance of Sevvy Aslam.

An Education Philosophy which details a clearly defined set of beliefs and principles aimed at underpinning the formal and informal education programmes of the Academy is documented. The Academy has produced an Education Plan which sets out the activities to be undertaken by the Club to ensure that the education of its Academy players is supported effectively. The plan is phase and training model specific.

The Club doesn’t have a separate budget for Education, but an amount of £4,500 has been made available through LFE’s Education Support Fund to provide new laptops to support the Club’s education programmes.

The Club operate an apprenticeship programme in the PDP, with 18 apprentices registered in 2017/18. The Btec component of the apprenticeship was delivered off site at Stoke-On-Trent Sixth Form College and take place on Tuesday afternoon and all day Thursday. There were no functional skills requirements in 2017-18. The Club’s designated NVQ assessor is Michael Barnes and the Regional PFA Coach responsible for the delivery of the FA Level 2 Coaching Certificate is Ian Sankey. Chris Taylor is responsible for the overall management of the apprenticeship programme on behalf of the Club.

The Academy operate a part-time training model for the age groups U9-U16 and is able to demonstrate that there is appropriate liaison with the Academy players’ schools as detailed in the EFL Youth Development rules. Chris Taylor is responsible for the overall management of the part-time training model.

In the PDP, LFE provide GCSE results and initial and diagnostic assessments in Maths, English and Learning styles for all apprentices.

Induction evenings are held at the start of the season for the U9-U16 age groups, where relevant information regarding education, training models and school liaison is provided to parents. LFE provide a comprehensive on-line induction programme for the apprentices.

The Academy does not obtain details of the academic progression of each player on the part-timetraining model**.** However, at key stage four the Academy does collect GCSE target grades to assess progress against educational targets. This information is recorded on the Club’s own tracking system. Where players do not meet targets there is evidence that intervention measures are in place. All boys at key stage 4, parents and schools receive a revision pack to prepare for their GCSE’s. A 12-weekly report on the educational progress of all players in the Academy is provided to parents for players in all phases.

Individual Learning Plans (ILPs) outlining the education programme for all players on the apprenticeship programme are maintained by LFE.

There is evidence that attainment targets are appropriate to individual ability (e.g. predicted/target grades are achieved) in the PDP. National benchmarks are used to compare players’ attainment against individual Club/ League targets. LFE produce a comprehensive annual Club Performance Report, detailing Education performance on the apprenticeship programme.

The Academy maintains records of Graduation Profiles (i.e. the academic results) of the Academy players leaving the Academy at U16 and U18.The Club undertake tracking of at least the initial destination of Foundation and Youth Development Phase players upon their departure from the Academy. The Club liaises with LFE to obtain records of player destinations through tracking for up to 3 years following graduation at U18 from the Academy. Detailed records and analysis of player destinations are kept by LFE.

The Academy provide informal education (Lifestyle Management skills) to its Academy players in the Youth Development and Professional Development phases. The Club provide a one hour per week optional after school lifestyle session on a Monday afternoon between 16.00 and 17.00 for the clubs 13-15 year old players. The focus is placed upon careers advice, PSE, communication and interviewing skills. The Club has also established links with Staffordshire University to learn more about the values of Higher Education.

During the 2017/18 season, the Club underwent an Education Ombudsmen visit and in the opinion of the Independent Education Ombudsmen, the Academy more than adequately meet the educational requirements associated with Category 3.

An Accommodation Plan has been produced which details suitable lodging arrangements for players living away from home and identifies sensible curfew times.

A Transport Plan has also been developed and documented by the Academy. The plan includes arrangements for transport to and from training and games for players in the U18 age group. Consideration should be given to extending the content of the plan to include appropriate reference to the schoolboy age groups.

A programme of lifestyle management skills is delivered to Academy players across all phases. The programme this season has covered the areas of:

* Further Education and Advice - My Future today
* Team building with the local Fire & Rescue department
* Nutrition
* Finance and Business
* Psychology
* Learning behaviours
* Interview techniques
* Health Education
* Numeracy in Football

Establishing a lifestyle education programme to inform and educate parents should also be considered.

**ELITE PERFORMANCE**

The following full-time staff are employed by the Academy to deliver the Sports Science and Medicine programme:

|  |  |  |
| --- | --- | --- |
| Head Academy Physiotherapist | Alex Poulton | BSc Physiotherapy, |
| Performance Analyst | Andy Hearn | BSc Sport Coaching, FA Talent ID L1, FA Level 2 Coaching |

The following physiological screening and testing procedures are utilised within the Academy:

|  |  |
| --- | --- |
| Anthropometric assessments | Once a month for all U18s.  Heights and weights are taken for the FP & YDP three times a year.  Body fats |
| Physiological fitness testing | U18s complete FMS three times a season |
| Movement and posture functional screening | A full functional movement screen is in place for the PDP. |
| Predictive size and shape testing | Not conducted |
| Maturation assessment | Not conducted |
| Medical screening | Medical screening is undertaken for newly registered Academy players.  The screening constitutes a health questionnaire and Medical profile |
| Physical exertion | Physical exertion is monitored for the academy in the PDP using the 0-10 scale. |
| Readiness to train and wellbeing | PDP: Daily wellbeing questionnaires completed on the PMA. |

All members of the Academy Sports Science and Medicine department are appropriately qualified.

An Emergency Action Plan detailing the available facilities, useful contact details and contingencies for emergency situations has been produced for all training and match venues. The plans are distributed to opponents prior to fixtures via email.

New entrants onto the Scholarship programme for the season received an ECG screening in September 2017. In future seasons appropriate screening procedures for the apprentices should be undertaken prior to the commencement of pre-season training.

An audit of injuries incurred by Academy Players had not been compiled by the previous Academy Physiotherapist and this should be undertaken in the future. Rebecca Shutts has taken a training log every day and recorded the results on the PMA and this provides the information that forms the end of season report. An information pack for the coaches, which is based on the results is made available.

Individualised physical development programmes are established for Academy players in the PDP, which have been developed as a result of physical fitness testing. The individual programmes have been developed by Rebecca Shutts and form part of the players’ Individual Learning Plan targets.

Individual Strength and Conditioning programmes are not in place across all phases. Individualised, age specific Pre-Hab programmes, developed as a result of physical screening procedures, are established for players in the PDP. For the U9-U16 players a generic homework programme is in place and relevant information is available on the Academy website.

A diet and nutrition programme is in place for players who are not falling within the identified body fat thresholds. Information on diet and nutrition is also available for players and parents on the Academy website. The Academy should look to hold regular workshops with the players, their parents and host families on diet and nutrition.

Medical cover at Foundation and Youth Development Phase training sessions is provided by Tom Meredith, Alex Poulton and Elliott Horton. Medical equipment including medical bag, ice, stretcher, frac-pac and a defibrillator is available for use at these sessions. Medical cover at Professional Development Phase sessions is provided by Alex Poulton.

Treatment and assessment clinics, overseen by Tom Meredith and Alex Poulton, are held every Wednesday and Friday for the Foundation and Youth Development Phase players.

Mathew Lancett is employed as the Academy Doctor and is available for consultation for the Academy players via an appointment system. This availability is communicated to the Players and Parents via the web site.

A Psychology programme has been developed and implemented within the Academy. It is based around the Academy philosophy and the ‘4 corner’ model, a relevant programme is designed and presented to players, staff and parents.

A Performance Clock/Player Performance Records have been established with the following data recorded utilising the PMA.

Coaching

* Amount of coaching time (minutes)
* Type of coaching time
* Player performance in training

Games programme

* Game time played (minutes)
* Game format
* Type of game
* Individual & team Learning Objectives
* Evaluations of individual & team Learning Objectives

Sports Science & Medicine Programme

* Medical records - including screening
* Treatment records
* Rehabilitation records
* Anthropometric assessments
* Physiological fitness testing
* Movement and posture functional screening
* Gym sessions
* Digital video library
* Wellbeing and Readiness to Train (RTT)

The PMA provides online access for full-time staff who have access to player clips, reviews, game time appearances, training sessions and games data for all Academy players. Part-time staff have access to data for the players in the phase for which they are responsible. Parents and players have access to their own performance clock data, individual performance data, performance reviews, players individual development programmes, self-assessments and reflections written by the player, conclusions of performance interviews and meetings.

Provision for player feedback is provided through the utilisation of the PMA, where players have the opportunity to record their views and provide feedback on their performance in coaching sessions on a weekly basis.

**OPERATIONS**

Lee Foyle (Lead Foundation Phase Coach) is also employed as the Academy Head of Recruitment (HOR) and manages a pool of volunteer staff and “spotters” for grass roots games, mainly concentrating on the FP and YDP age groups.The Ethos is ‘to recruit the best potential that can be coached by the best coaches in the right environment under pinned by the best holistic support’.

A strategy for Talent ID has been reviewed, developed and documented for this season. The strategy is age specific and target groups have been identified and players ideally will be recruited from within a 30 mile radius of the Club.

The Club has developed a strategy regarding dealing with agents. This can also be found on the Academy website;<http://www.pitchero.com/clubs/portvaleacademy/>

Activity Plans are utilised by the Talent ID department to demonstrate and determine the scouting activity undertaken. Each scout contacts Lee Foyle on a Thursday to agree which games they will attend, which may involve follow up visits to players previously identified. Scouts will also monitor the players within the Development Centres.

The Development Centres are integrated into the Academy by Lee Foyle. The coaching programme is linked to the Foundation Phase programme and the Centres are operated by the Foundation Trust and Academy staff, who hold UEFA B and FA Level 2 coaching qualifications. The Centres are financed by players paying a fee on a per session basis.

Standardised assessment criteria have been re-introduced to the recruitment process to assist Talent ID staff assess players outside the Academy. Players will also go into the Development Centres on a referral basis, where they are assessed before entering the Academy on trial. The criteria take the form of assessing players within the four corners and are based upon a scoring system which can lead to the player moving directly into the Academy or to one of the Development Centres.

A Talent ID database has been established with information held on the PMA by the HOR. The initial destination on leaving the Academy and former Scholars whereabouts are recorded by Sevvy Aslam with support and information provided by LFE.

Records of transfer fees, 1st Team appearances, professional contracts and player transition through the phases are kept to help measure the success of the Academy and Talent ID department and these date back to 1994.

Scout ID cards and protocols have been issued to all scouting staff and signed off receipts are kept on file.

A player induction process overseen by Lee Foyle and Warren Campbell is in place which is utilised when players attend the Academy as a trialist. The HOR and the Academy Manager are responsible for ensuring the induction process is undertaken. Players and parents are met at their first training session and introduced to the staff they will be working with. There is also a tour of the facilities and an Academy handbook is provided.

Performance Clock data, multi-disciplinary reviews & access to the PMA are not undertaken and made available to trialists.

The decision on whether to retain or release a trialist is undertaken via a (limited) multi-disciplinary approach with the age group coach, Lead Phase coach, HOR, Academy Manager and the Head of Coaching involved in the process. Having a member of the Sports Science department involved in the decision making process is recommended.

An exit strategy and feedback process has been devised and is utilised by the Academy during the trialist release process. Released trialists are supported upon exit from the Academy by being offered support to find a new club if needed. Destinations of released trialists are tracked by the Academy on the PMA.

There are no documented formal links with schools or District Schools Associations, however, the Academy do have a partnership with Kidsgrove Athletic which can be found on the Academy website; [http://www.pitchero.com/clubs/portvaleacademy.](http://www.pitchero.com/clubs/portvaleacademy) Relationships have been formed with local County FAs and matches are played against the ESFA. Links with the Football Trust Department have been established and take the form of recruiting players from the holiday programmes and schools coaching programmes they run throughout the season.

A process is in place to monitor the game playing opportunities of Academy players and ensure they have access to the game time outlined in the Youth Development rules and Club policy documents. Game time is monitored by the age group coaches and Lead Phase coaching staff who record and monitor the weekly amount of contact time within both games and training.

The Academy regularly arranges additional fixtures to provide players in all age groups with a variety of fixtures against opposition from different categories. A variety of games programme experiences are provided to all players including fixtures against international opposition.

The following table lists the number of registered players as at 1st December 2017:

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **2017/18** | **Age groups** | | | | | | | | | | | | | |
| **9** | **10** | **11** | **12** | **13** | **14** | **15** | **16** | **17** | **18** | **19** | **20** | **21** | **Total** |
| **Port Vale** | 8 | 11 | 12 | 13 | 16 | 13 | 13 | 14 | 9 | 9 | 4 | 3 | 4 | **129** |
| **EFL Academies average** | 11 | 13 | 14 | 14 | 14 | 16 | 14 | 12 | 9 | 9 | 5 | 4 | 4 | **139** |
| **Cat 3 EFL Academies average** | 10 | 12 | 13 | 14 | 14 | 16 | 14 | 13 | 8 | 8 | 4 | 2 | 3 | **131** |

The following table details the percentage of players retained by the Academy at the end of the 2017/18, compared to the average across the EFL and within Category 3:

|  |  |  |  |
| --- | --- | --- | --- |
| **2017/18** | **U11 – U12** | **U16 – Scholar** | **Scholar – Pro** |
| Port Vale | 100% | 88% | 10% |
| EFL Academies average | 88% | 84% | 43% |
| Cat 3 EFL Academies average | 89% | 82% | 30% |

The following charts show the Birthdate analysis of the registered Academy players (March 2018) to illustrate any Relative Age Effect.

The above chart illustrates that the Relative Age Effect is most apparent in the younger age groups of the Academy.

The above chart illustrates that there is a greater Relative Age Effect (birthdate bias towards the early months of the registration year) for registered non-professional Academy Players in both the Club and the EFL as a whole than those who have progressed to become Professional Players within the EFL.

Facilities available for the coaching and games programme are;

Vale Park

* 2 full-size grass pitches
* 2 players changing rooms with integral showers and toilet provisions
* Separate officials changing, showering and toilet provisions
* Medical treatment and examination room
* Equipped gymnasium
* Spectator toilet facilities
* Secure car parking provisions
* Separate GK and warm up areas
* Private meeting room
* Conditioning / Rehab area
* Class rooms/ IT room
* Staff offices

Northwood Stadium

* 1 full-sized grass pitch with floodlights
* 1 full-size grass pitch without floodlights
* 1 9v9 pitch
* 2 small-sided grass pitches
* Indoor pitch 60x40 fitted with soft playing surface.
* 1 full-size floodlit outdoor artificial surface pitch 3G
* Separate GK and warm up areas
* 6 player changing rooms with integral showers and toilets
* Separate coach changing, showering and toilet provisions
* Separate spectator toilet facilities
* 1 medical treatment and examination rooms
* Conditioning / Rehab area
* Fully equipped gym
* Private meeting room
* Team meeting room
* Guest / parents lounge area with refreshment provisions
* Good and secure car parking provisions for approximately 300 vehicles

Dimensions Leisure Centre

* 8 floodlit synthetic areas of appropriate sizes for the schoolboy age groups
* Shared players changing rooms including showers and toilets
* Spectator toilet facilities
* Private medical treatment and examination room
* Fully equipped gymnasium
* Swimming pool
* Sports Hall
* Secure car parking provisions
* Separate Office for Academy staff
* Administration / Meeting Room
* Guest / parents lounge area with refreshment provisions

All facilities utilised for coaching and games have had Health and Safety inspections. An appropriate and satisfactory risk assessment is carried out yearly at all venues and a full record is held on file by Phil Mayer (Club Health and Safety Officer)

**THE PLAYER**

Multi-disciplinary meetings are held on a phase specific basis, in line with the 12 weekly (Foundation Phase) and 6 weekly (YDP and PDP) multi-disciplinary review schedule. These meetings are informal and would benefit from being scheduled in the annual calendar and recorded with details held on file. Multidisciplinary operational meetings take place on a weekly basis to plan the scheduling and general operations of the Academy.

Sports Science and Medicine provisions are integrated into the coaching curriculum via the delivery of physical and psychological objectives by the coaching staff. These objectives would be best managed by sports science specialists to compliment the objectives set by the coaching department. Rebecca Shutts is responsible for setting the physical corner learning objectives in conjunction with the Lead Phase coaching staff. However, due to Rebecca’s commitments elsewhere within the Academy, the objectives are not consistently applied.

Planning of coaching sessions is undertaken on a multi-disciplinary basis with input from the various Academy departments. Sports Science delivery is integrated into coaching sessions in all phases through delivery of the warm-up, cool downs and FIFA 11+, the content of which is linked to the coaching curriculum.

There is a process in place for players returning to training following injury, which the physiotherapy staff follow and this includes set criteria such as being phased in (contact/non-contact) and the monitoring of minutes trained.

Departments within the Academy integrate in an extensive way and this assists the Academy to function more effectively. Departmental team meetings are held within the Academy every 12 weeks with notes held on hard copy within the Academy Office.

The 6 and 12-weekly reviews are multi-disciplinary in nature as they consider progress in the areas of Sport Science & Medicine and Education. However, these areas are assessed by the coaching department rather than staff from the designated field. Performance against the previously identified targets is assessed and new targets for the following review period are outlined at each review. Evidence of the reviews is stored on the PMA.

Players in all phases have ownership of the review process through player comments and discussions on areas they believe would help with their development. The Academy achieves this by holding a meeting with each Academy player to consider and discuss the outcomes of each review.

Individual Learning Plans (ILP’s) are considered to be in place for each Academy player and are stored on the PMA. These are referred to as DISCS and are unique to Port Vale FC. It is recommended that in order for the DISCS to be acknowledged as ILP’s, there should be reference to who is responsible and when the learning will take place.

Age appropriate Macro (annual), Meso (6-weekly) and Micro (weekly/daily) individual development targets are outlined in the following areas:

* Coaching programme (individual technical and tactical targets)
* Games programme (individual technical and tactical targets)
* Physical development
* Education

Player ownership is evident as the players have input into the setting of their development targets and self-assess their progress on a weekly basis and via the 6 and 12-weekly reviews.

Reflections from the coaches on player performance and development on a weekly basis is completed through the DISCS programme.

The individual needs of players is recognised through amendments to the weekly schedule where required, an example of such being when specific players train and play for the reserve team.

A written report to the parents of each Academy player under the age of 18 is provided. The reports are distributed to the parents on the night of the final assessment and include an assessment of progress towards the achievement of each player’s individual targets across the season. Two meetings take place each year between the Academy and the parents of Academy players including Scholars. The meetings take place in January and April for the FP/YDP and December and April for the PDP.

A documented protocol has been produced by the Academy for the parents meetings which states that the player’s Lead Coach, the Lead Phase coach, the Academy Manager, Sports Science staff and the Head of Education will be present or available. The meetings can therefore be considered multidisciplinary. The protocol outlines that the focus should be on the player’s multi-disciplinary reviews and individual programme. The players are given the opportunity to have input into meetings by completing their own self-evaluations.

A formal report of the conclusions and actions from the parents meetings is produced and is kept on file in hard copy and on the PMA.

There are no provisions in place for parents meetings for players between the ages of 19 and 21.

**ADMINISTRATION AND GENERAL**

Josh Horsley is employed on a full-time basis as the Academy Operations Secretary and maintains up to date staff files in electronic and hard copy format at the main stadium. Josh is supervised by Sevvy Aslam who keeps copies of the staff files. Other files are kept in hard copy, on a shared server as well as on the PMA.

The staff files contain copies of qualifications, job descriptions, employment contracts, curriculum vitae, codes of conduct, references for new staff and YD2 Forms. Appraisal records are kept by the Academy Manager on the PMA.

Staff, including scouts, are asked to sign and acknowledge receipt of the staff codes of conduct and the Academy handbook.

Academy player information retained includes player contact details, medical information, player registration forms, codes of conduct, education information and school correspondence. These are kept in the main office in hard copy.

Trialist information is adequately maintained in hard copy format in the Academy office and includes YD8 forms, medical information and contact details.

The Scouts registration list was forwarded to the EFL by Sevvy Aslam during the season.

The Academy has several pages on the Club’s official website and has its own dedicated website that is available for staff, players and parents to access important information.

The Club was represented at the EFL meetings and workshops, held during the season, by Sevvy Aslam and Warren Campbell.