



Preston North End

Academy Information Document



Preston North End

Academy Mission Statement



The mission of the Academy is to educate and prepare players for excellence in football through the implementation of a well defined coaching and education programme which will provide the holistic development of each individual player.

Some of these individuals will progress to play as professional players for Preston North End Football Clubs first team but the aim will also be to improve each and every player who attends the Academy to not only improve them as a player but as a person.

Policies & Procedures (APP)

- Preston North End have developed an Academy performance plan which highlights all the operating procedures and standards in which the Academy strive to achieve throughout the season. These are put into place so that we can offer a high standard of personal development to each player with the hope of seeing players progress into and succeeding in the PNE FC First Team.
- The Academy performance plan is a working document which gets reviewed annually and is signed off by the Technical Board each season.
- Staff, Players, Parents and other members of the community can view the whole/part of the APP by using either the PMA, Dropbox or by accessing the information on the clubs website.

Staffing

- The Academy builds a team of staff by identifying good people who will fit into the clubs ethos/structure to ensure that we have a broad range of talents which complement each other and promote discussion and development within the group. It is hoped by adopting this approach that we create the right environment for our young players to progress towards the first team squad. The process for this is outlined in the Academy recruitment policy.
- The Academy ensures staff and volunteers are safely recruited, are well trained, understand their roles, responsibilities and the importance of working ethically with young players. They are told of the importance of creating a safe environment which our young players can develop to their full potential. Preston North End Football Club Academy do this by having Safeguarding arrangements in place following The Football League Guidance.
- All staff will be qualified as coaches as per youth development rules, trained in Safeguarding Children & Emergency Aid and will have undertaken an FA CRB Unit Enhanced Disclosure. (DBS Check)
- Investing in staff that are involved in the Youth Programme, including coaches, medical, sports science and scouts, by support and identifying training needs and professional development.
- All staff will demonstrate a professional but friendly approach to ensure children and young people receive a positive coaching experience which supports the development of their football, personal and life skills.
- All staff and players will be expected to maintain a disciplined approach towards training and match play as illustrated in the code of conduct.
- All staff will be expected to offer positive, structured feedback to players and parents at regular intervals in accordance with the Youth Rules.



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Safeguarding

- Part of the philosophy of Preston North End Football Club Academy is our commitment to safeguarding and promoting the welfare of young players. We expect all staff, volunteers, parents/carers, young players, any partner agencies or any commissioned service providers to share this commitment. Preston North End Football Club Academy do this by having Safeguarding arrangements in place following The Football League Guidance.

Education

- Preston North End Football club is committed to providing each academy player the opportunity to achieve their potential academically, through formal and informal programmes. Focus will be on individual need and strategies for development.
- Promoting a philosophy that strives for excellence in everything we do both on and off the pitch, thus becoming a standard for best practice in the football community.
- Ensuring players are educated and supported in all aspects of the game, including fitness and conditioning medical, diet and nutrition, thus producing athletes that will cope and thrive with the demands of today's modern game.
- The Academy regularly makes contact with the schools so that we are aware of progression and development academically by our Academy players. We share player reports and progress of our players and we also request that the schools share the players reports, target grades, attendance and behaviour reports. If we think that there is a reason of concern over a player then we will meet with the school to discuss and apply the appropriate level of support.

Coaching

- Encouraging and achieving a style of play that embodies the game of football in terms of technical, tactical, mental , physical excellence with passion and commitment, to win with style.
- Preston North End Academy will provide a challenging and safe learning environment designed to encourage the development of technical skills and game understanding working towards the 1st Teams playing philosophy.
- The coaching and education programme will involve work around the four corners of the Long Term Player Development Model of the Football Association i.e. Technical, Physical, Psychological and Social.
- The coaching programme will be reviewed constantly to ensure that the curriculum continuously evolves around the development of the players and the future demands of the game.
- The coaching and education programme will be designed to offer age appropriate learning strategies and support in individualised programmes of development.



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Games Programme

- The Academy players are provided with a comprehensive games programme which allows them to apply practice to the game. Game understanding is constant throughout the coaching programme and the games programme gives the coaches and opportunity to see the players understanding of the coaching programme.
- Academy players will be given, as a minimum, 50% of pitch time so that they all have an opportunity of playing and learning.

Recruitment

- Developing a recruitment programme that will attract the best young players by demonstrating a commitment to quality and a caring environment.

Progression/Pathway/Communication

- The Academy challenges players who are ready in their respective age groups by moving them up to experience playing against older and potentially more physical players. It is hope by doing this that the players learning is accelerated and means they will be more likely to cope with Youth team football earlier.
- Always focussing on the ultimate objective to ensure that the players in our care reach their “full potential”
- Regular evaluation of our practice in all areas, being honest enough to recognise areas of improvement and being skilful enough to implement an appropriate strategy.
- Regularly informing players of their development both technically and physically as well as pro-social development. Creating an environment of trust to ensure that the player is confident enough to take full part in their future development.
- Promoting inclusion from parents/guardians/ carers. By regularly informing them of developments and creating an environment that they feel confident enough to be part of the player’s journey at Preston.

Complaints

All complaints made must be either:

- a) in writing - Preston North End Football Club, Sir Tom Finney Way, Preston, PR1 6RU
- b) by email - nick@pne.com

We will endeavour to respond to complaints within five working days and the complaint will be directed to the appropriate departmental head for comment/response. If it is not possible to provide a full response to the issue raised within that time, an acknowledgement will be sent and a detailed reply will follow within 21 working days of receipt of the original communication. We will attempt to resolve all justifiable complaints within 28 working days. If, however, this cannot be done, we promise to keep the complainant updated on the progress of the complaint.



‘To produce players that will play and succeed in first team football at Preston North End FC’

5 Year Academy Vision

- To work towards achieving Category 2 status
- To increase the number of successful young players, in line with our headline vision.
- To employ a full time Head of Recruitment in order to establish a recruitment structure nationally & Internationally.
- To improve the quality of the facilities to meet the requirements of Category 2 Status
- Increase the number of full time coaches
- Increase the number of Medical & Sports Science staff

PHILOSOPHY OF THE ACADEMY



- 1. TO PLAY ATTRACTIVE ATTACKING FOOTBALL LOOKING TO PLAY THROUGH THE THIRDS WHENEVER POSSIBLE.**
- 2. TO BE BRIGHT IN POSSESSION TO CREATE OPPORTUNITIES TO SCORE GOALS.**
- 3. HARD WORKING (INDIVIDUAL AND TEAM) WHEN LOOKING TO WIN AND ALSO TO RETAIN POSSESSION.**
- 4. TO SHOW AN EXCELLENT UNDERSTANDING OF THE GAME IN ORDER TO MANAGE CERTAIN STAGES AND SCENARIOS WHICH ARISE IN THE GAME.**
- 5. DISCIPLINED (ON AND OFF THE PITCH).**
- 6. WINNING MENTALITY.**

ACADEMY VALUES WHICH CREATE OUR FUTURE CULTURE

1. **HONESTY.**
2. **FRIENDLY.**
3. **DISCIPLINED.**
4. **ENTHUSIASTIC.**
5. **INTEGRITY.**



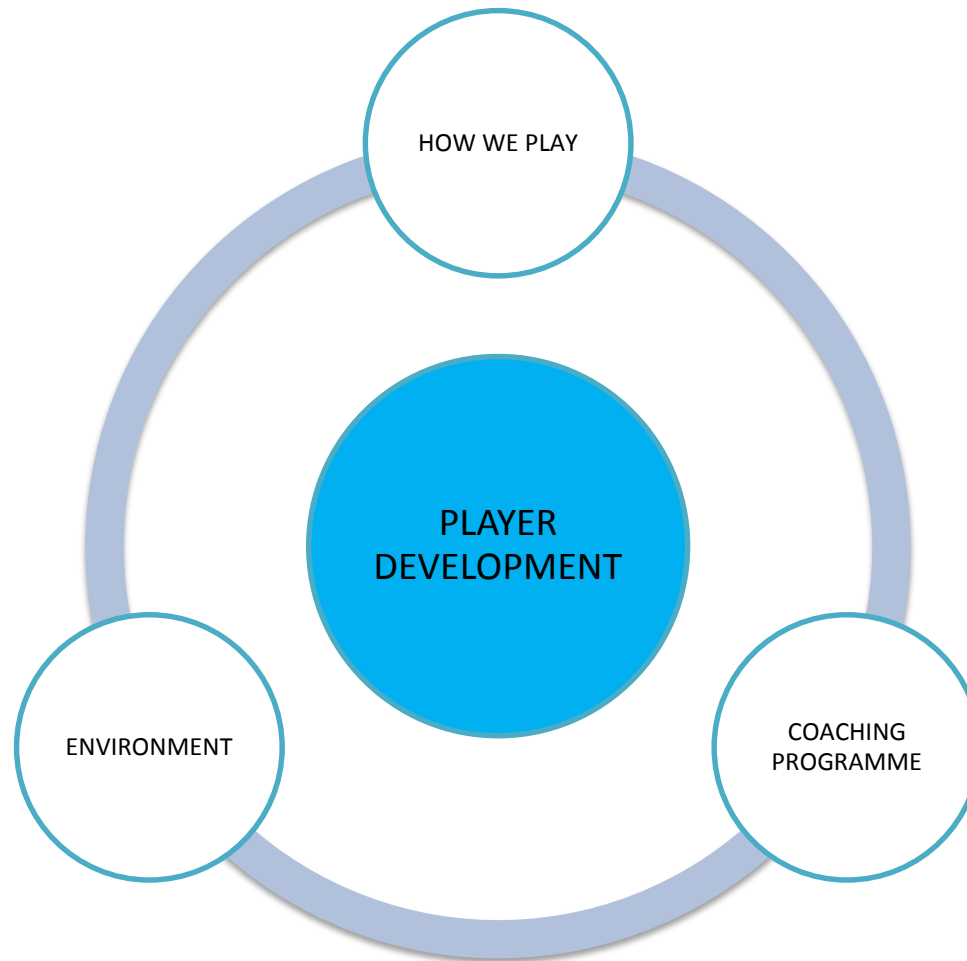
'BE THE *BEST* VERSION OF *YOURSELF*,

CREATE POSITIVE *HABITS*'



PRESTON NORTH END *ACADEMY*

PLAYER DEVELOPMENT



PLAYER DEVELOPMENT – *HOW WE PLAY*



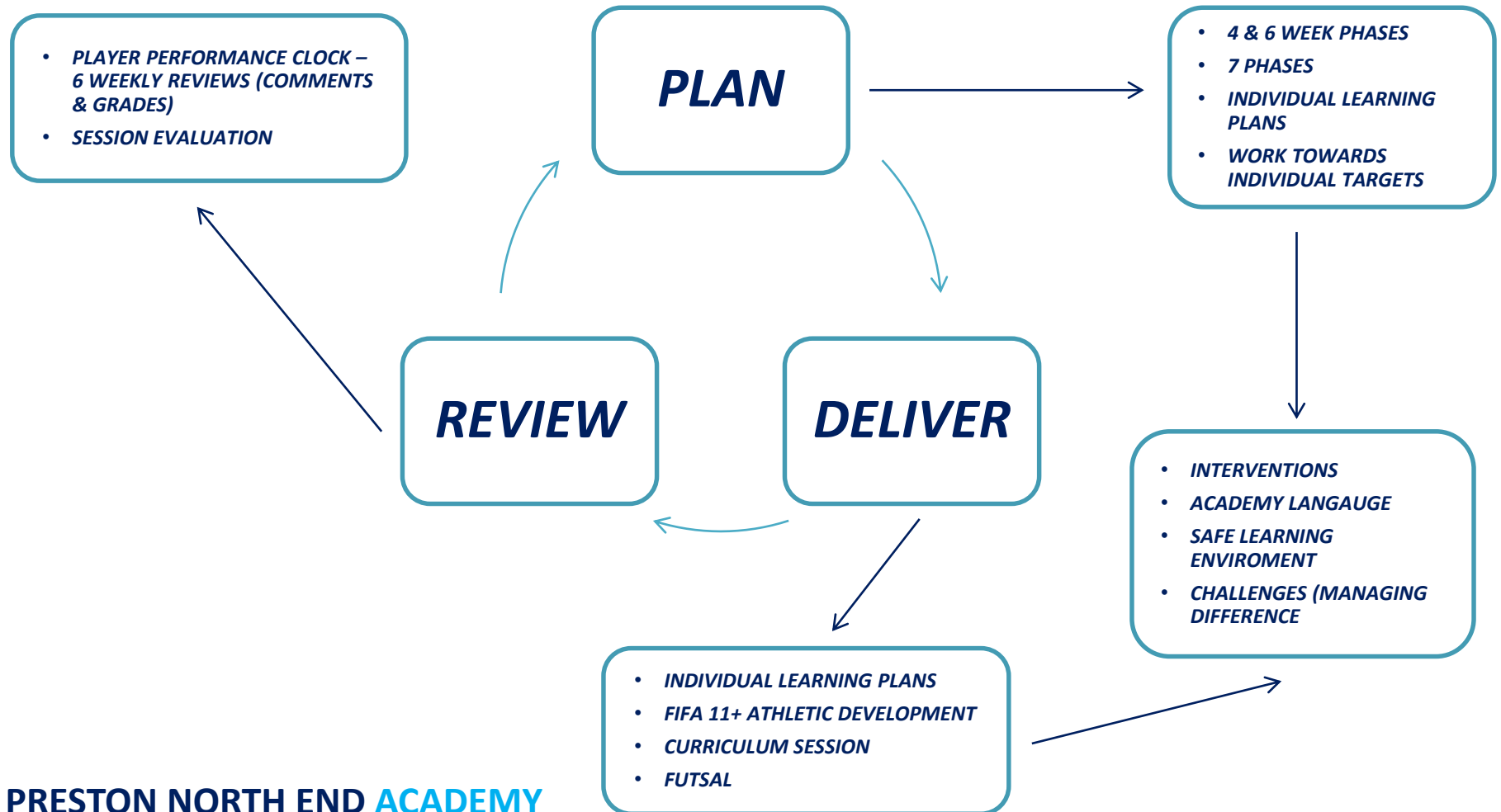
CLEAR PLAYING PHILOSOPHY :

- *IN POSSESSION*
- *OUT OF POSSESSION*
- *TRANSITION IN ATTACK*
- *TRANSITION IN DEFENCE*
- *FORMATION*
- *MANAGEMENT OF GAMES*



GOALKEEPERS ARE SEEN AS AN INTERGAL PART OF THE COACHING & TEAM STRUCTURE.

PLAYER DEVELOPMENT – COACHING CURRICULUM



PLAYER DEVELOPMENT – ENVIRONMENT



PRESTON NORTH END ENDEAVOUR TO CREATE A POSITIVE LEARNING ENVIROMENT FOR ALL OUR YOUNG PLAYERS AND COACHING STAFF.

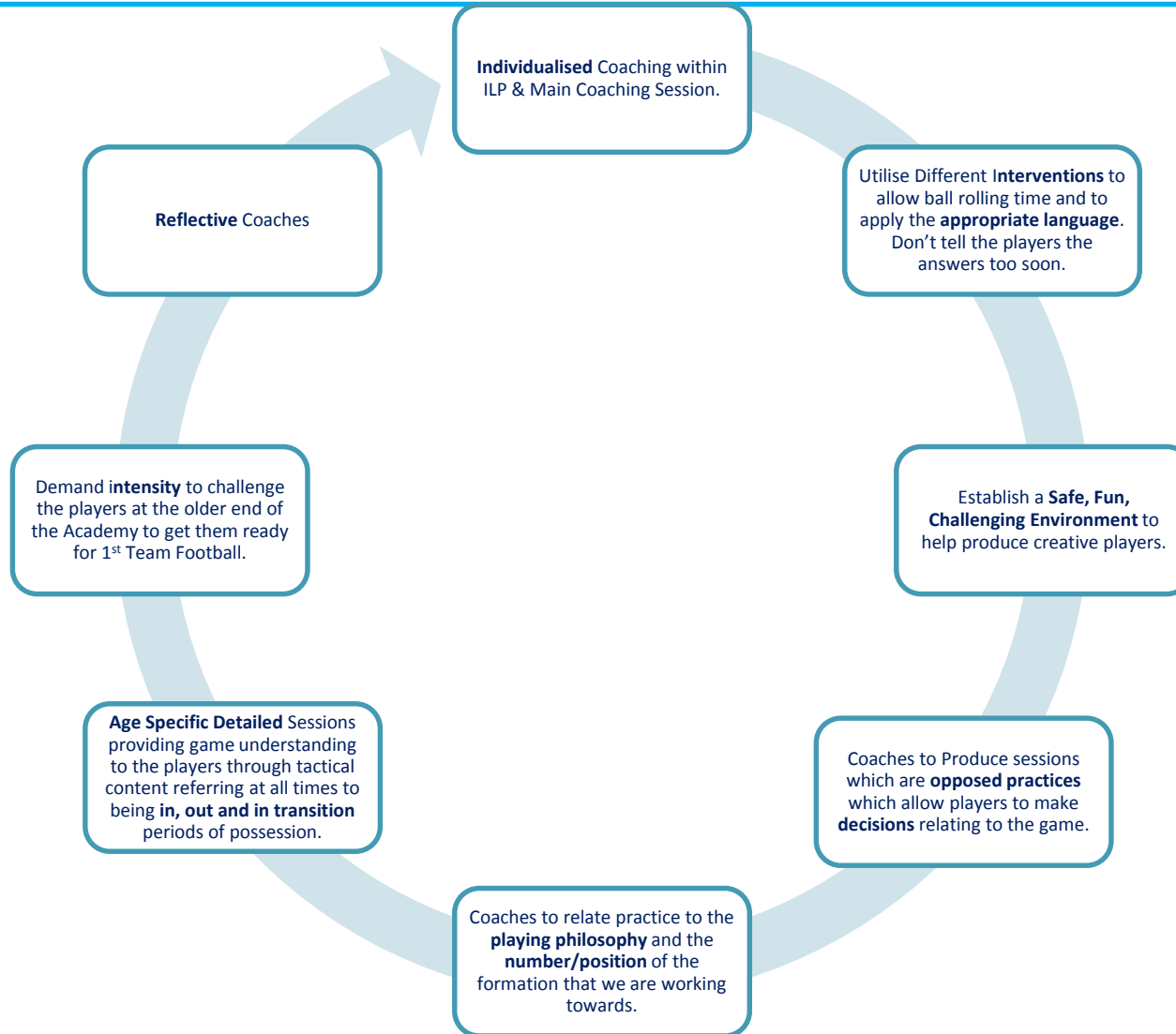
WE WANT TO CHALLENGE AND IMPROVE INDIVIDUALS THROUGH THEM HAVING FUN WITHOUT THE FEAR OF CRITICISM.

THROUGH A STRUCTURED COACHING CURRICULUM WE WILL MONITOR THEIR PROGRESS WHILST SETTING **SMART** TARGETS.

- ***CHALLENGING***
- ***STRUCTURED / UNSTRUCTURED FUN***
- ***SAFE***
- ***COMPETITIVE***

PRESTON NORTH END **ACADEMY**

COACHING PHILOSOPHY – *HOW WE WANT TO COACH*



Preston North End

Culture of Preston North End



We as an Academy are trying to create a culture which will help our young players not only in football but in life. We ask and remind our young players to:-

Be Disciplined – (on and off the pitch)

Be Hard working (individually and Team)

Be Good mannered (Please / Thank you / Open Doors)

Be Respectful (Shake hands before and after the session)

Be Bright around the training ground (Conduct yourself in a Professional manner)

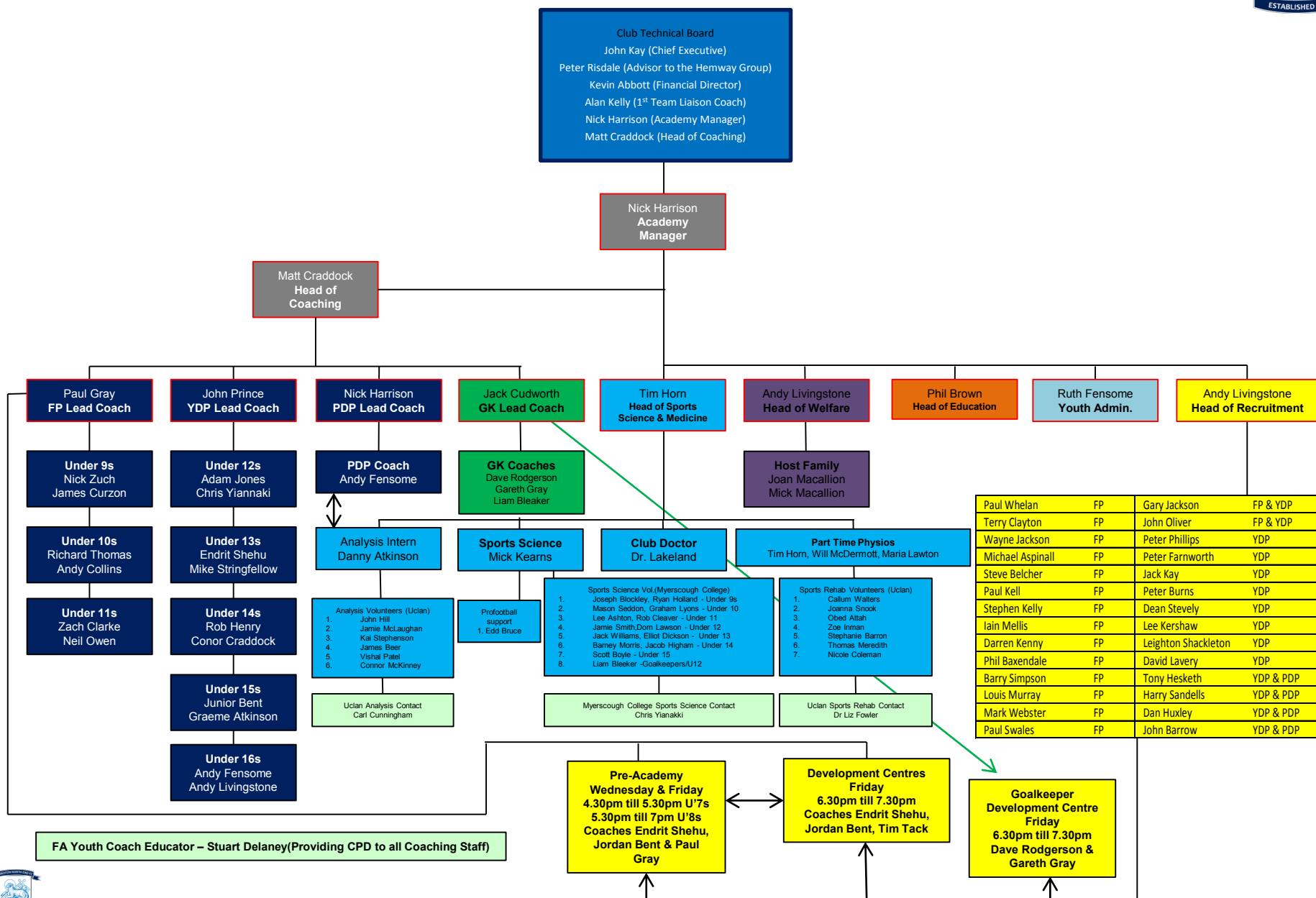
Set High standards

Tidy up after yourself

‘Be the Best you can be’

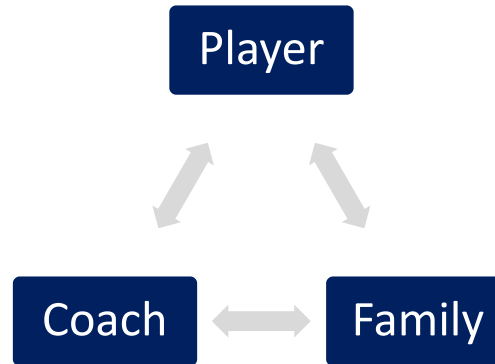


Preston North End Organisational Chart



Paul Whelan	FP	Gary Jackson	FP & YDP
Terry Clayton	FP	John Oliver	FP & YDP
Wayne Jackson	FP	Peter Phillips	YDP
Michael Aspinall	FP	Peter Farnworth	YDP
Steve Belcher	FP	Jack Kay	YDP
Paul Kell	FP	Peter Burns	YDP
Stephen Kelly	FP	Dean Stevely	YDP
Iain Mellis	FP	Lee Kershaw	YDP
Darren Kenny	FP	Leighton Shackleton	YDP
Phil Baxendale	FP	David Lavery	YDP
Barry Simpson	FP	Tony Hesketh	YDP & PDP
Louis Murray	FP	Harry Sandells	YDP & PDP
Mark Webster	FP	Dan Huxley	YDP & PDP
Paul Swales	FP	John Barrow	YDP & PDP

The Youth Football Triangle



This youth football triangle illustrates the vital relationships that need to be developed between the player, the family and coach.

The triangle of interaction between coach, player and parent largely determines the success and enjoyment in sport. A young person's venture to become a professional football player represents one of the most popular avenues for success in sport. However, during this journey he will face barriers and experience difficulties at all levels and stages of his development. Players can experience a large degree of peer and family pressure to be successful, therefore family support of both child and coach is absolutely crucial to future participation and success. With parents and other members of the family unit such as grandparents now more involved in childcare, the relationship between the coach and the family 'unit' needs to be carefully nurtured and positively encouraged.

The following guidelines laid out in the 'Codes of Conduct' are design to create a positive culture that will ensure all involved in the Youth Football Triangle enjoy and benefit from their involvement at Preston North End Football Club.

Players Code of Conduct

The following positive aspects must be adhered to at ALL times:

- Keep myself and others **Safe**
- **Respect** myself and others (including the opposition, all staff and match officials)
- Value **Learning** and behave in a way that allows me and my team mates to learn
- Be **Honest** with myself and others

Name: _____

Signed: _____

Date: _____

Family Code of Conduct

- Support your son in all aspects of his own code of conduct
 - Encourage, identify and comment on the positive aspects of your son's performance. Allow the coaching staff to work on areas of improvement.
 - Help to focus on the process of participation, not the outcome
 - Be a positive example to all the players, in regard to language and actions
 - Respect the rules and the game itself.
 - Emphasise enjoyment, provide encouragement and always be positive about your sons' and others performance.
 - Encourage a balanced lifestyle between sporting, academic, social and other interests.
 - Encourage personal responsibility and let your son set his own high standards of excellence.
-
- **Pitch side manner that the Football Club requires:**
 - Stand in the designated area, usually the opposite side of the pitch to the coaching staff
 - Do not coach any player during the game, this may contradict information given by the coach and affect the player's game
 - Applaud good play by either side.
 - The use of aggressive and or abusive language or body language will not be tolerated and as such will be reported to the Clubs Welfare Officer, who will take the appropriate action.
 - Always ensure that when arriving or leaving a venue you make contact with the coaching staff when passing over responsibility of the player.
 - Comments and queries are welcome by the coaching staff; however, please recognise that immediately after a game may not be the best time. A appropriate time may be at the next coaching session, this may allow a more constructive exchange of views and information.
-
- No member of the family will attend PNE Academy fixtures or training sessions under the influence of drugs or alcohol.

If you have any questions, problems, or complaints please talk to your designated Lead Coach or the Academy Manager.

Name: _____

Signed: _____

Date: _____

Academy Staff Code of Conduct

- Staff are role models to all their players; they represent a powerful agent for influencing behaviour of young people, particularly with officials and referees.
- Poor attitudes and consequently bad behaviour can emerge if staff do not appreciate the role they play with young people and the powerful influences they can exert. Therefore an extremely positive attitude, covering at least all of the following is required:
- Demonstrate a commitment to your players and apply consistency.
- Use justified praise.
- Accept mistakes as an important part of learning.
- Communicate in an appropriate manner and set realistic targets
- Be aware of the player's stage of development and how this may impact on his performance.
- Empower players to make decisions and take personal responsibility
- Applaud good play by both sides.
- Ensure that young players hear positive comments on the way that they play.
- Ensure that all criticism is constructive and is understood and accepted by the player
- Treat family members with respect and recognise their wish to participate in the player's development.
- No staff member will attend PNE Academy fixtures or training sessions under the influence of drugs or alcohol.

Name: _____

Signed: _____

Date: _____

Preston North End

Code of Conduct for Scouts

Academy Scouts Code Of Conduct



Scouts are often the first impression in which a young player and his Family have of the club:

- Therefore the Scout must make sure that he represents the Club in a positive way at all times.
- Demonstrate a commitment to recruiting young talented players for Preston North End Academy
- Communicate in an appropriate manner and provide feedback to the Head of Recruitment.
- Follow the correct protocols in approaching young players which were highlighted in the induction evening.
- To always wear the correct clothing provided by Preston North End so that the scout is identifiable.
- To be able to upon request produce an Identification Card.
- To be respectful of the environment in which you are attending and conduct yourself in an appropriate manner.
- No will PNE scout will attend Academy fixtures or training sessions under the influence of drugs or alcohol.
- I agree that in order to scout for Preston North End I will be subject to Enhanced Disclosure CRC, this includes Enhanced Disclosure, DBS Children's Barred List. I will provide details of this check to Preston North End upon request.

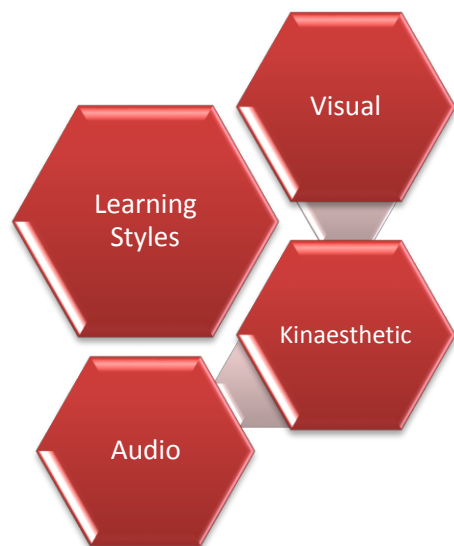
Name: _____

Signed: _____

Date: _____



Preston North End Coaching Curriculum



Academy Philosophy





Coaching Curriculum: Foundation Phase



Wednesday	Friday	Saturday
Curriculum Session Coaches Provided with the Session Plan, Age Group Learning Objectives & Individual Learning Objectives	Coach Led Session Re-Cap on previous week and preparation for next game. Sessions checked for suitability and a session plan is submitted	Futsal Led by PG - Session Plan, Age Group Learning Objectives & Individual Learning Objectives Fixtures included intermittently
SSG to include Individual Learning Challenges	SSG to include Individual Learning Challenges	Sessions delivered are part of the curriculum with clear links to LO's

Foundation Phase	Time	Duration
Stations Movement / Technical / Play	17:30	30
SSG (<4v4 – ILPs)	18:00	20
Skill	18:20	30
SSG (Match Realism)	18:50	30
Cool Down / Debrief	19:20	10
	Total	120

Pro Football Support	Movement - based Sessions
FDP Coach	
Technical	Ball Mastery Session providing Homework tasks
Paul Gray	
Play	Informal Play – Multi Sports, led by players
FDP Coach	

3-Week Cycle	Week 1	Week 2	Week 3
U9	Movement	Technical	Play
U10	Play	Movement	Technical
U11	Technical	Play	Movement



Coaching Curriculum: Youth Development Phase



Wednesday (1)

Day-Release

Coaches Provided with the Session Plan, Age Group Learning Objectives & Individual Learning Objectives

Sessions to be focussed on developing player's understanding of the game and systems of play

Wednesday (2)

Curriculum Session

Coaches Provided with the Session Plan, Age Group Learning Objectives & Individual Learning Objectives

WU to include technical work & ball mastery
SSG1 to include review linked to Sunday's game

Friday

Coach Led Session

Re-Cap on previous week and preparation for next game. Sessions checked for suitability and a session plan is submitted

WU to include technical work & ball mastery
SSG1 to include Individual Learning Challenges

Saturday

Futsal

Session Plan, Age Group Learning Objectives & Individual LO
Fixtures included intermittently

Sessions delivered are part of the curriculum with clear links to LO's

YDP Wed (1) Day Release	Time	Duration	Outcomes
Warm up / Technical	13:45	20	Skill: Connect and Combine
SSG1 (Conditioned - ILPs)	14:05	20	
Skill	14:25	20	
Squad Practice (PoP/FP/11v11)	14:45	50	Tactical: Collaborate
Cool Down / Debrief	15:35	10	
Total		120	

YDP Wed (2) and Fri	Time	Duration	Outcomes
Warm up / Technical	17:30	20	Skill: Connect and Combine
SSG1 (Conditioned - ILPs)	17:50	20	
Skill	18:10	20	
Squad Practice (PoP/FP)	18:30	25	Tactical: Collaborate
SSG2 (Match Realism)	18:55	25	
Cool Down / Debrief	19:20	10	
Total		120	

Professional Development Phase

Breakdown of Coaching Sessions



	Monday	Tuesday	Wednesday	Friday
am	Curriculum Session Coaches created Session Plan, Age Group Learning Objectives & Individual Learning Objectives	Curriculum Session Coaches created Session Plan, Age Group Learning Objectives & Individual Learning Objectives	Curriculum Session Coaches created Session Plan, Age Group Learning Objectives & Individual Learning Objectives	Match Preparation Psychological & Social Tactical sessions linked to Match Day and to include video and classroom workshops
	SAQ to be incorporated into the warm up	SAQ to be incorporated into the warm up	SAQ to be incorporated into the warm up	SAQ to be incorporated into the warm up
pm	Technical Session Coach led session / Players Lead ILPs section	Physical Session High Intensity SSG linked to curriculum and fitness prog	Tactical Session Coach led, linked to preparation for next fixture	

Curriculum Session Under 17s – Under 18s	Time	Duration
Warm Up & Sports Science Programme	10:30	20 mins
Technical Practice	10:50	20 mins
Skill / Function / Phase of Play	11:10	30 mins
SSGs/Functions/ Phase of Play / 11v11 (Competitive)	11:40	40 mins
Cool Down & De-Brief	12:20	10 mins

PM Session Under 17s – Under 18s	Time	Duration
Warm Up & Sports Science Programme	14:00	20 mins
Technical Practice	14:20	20 mins
Skill / Function / Phase of Play	14:40	20 mins
SSGs / 11v11 (Competitive)	15:00	30 mins
ILPs	15:30	20 mins
Cool Down & De-Brief	15:50	10 mins

Foundation & Youth Development Phase (Goalkeepers)

Breakdown of Coaching Sessions

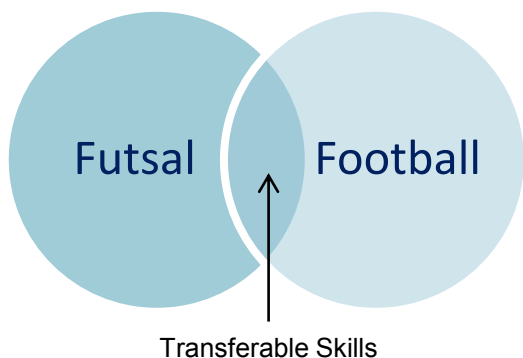


Under 9s – Under 14s	17:30-18:30	Under 15s – Under 16s	18:30-20:00
Psychological / Game Management Session (Classroom / Video / Pitch)	30 mins	Psychological / Game Management Session (Classroom / Video / Pitch)	30 mins
Warm Up	10 mins	Warm Up	10 mins
Technical Session	20 mins	Technical Session	20 mins
Skill Session	15 mins	Skill Session	15 mins
Small Sided Games	15 mins	Small Sided Games	15 mins
Integrated back into Age Group Squad	90 mins	Integrated back into Age Group Squad	90 mins

Coaching Curriculum: Pro Football Support

17:30-18:00	18:00-19:00	19:00-19:30
Standardised Warm Up	Age Group Review	Individual Specific Development
<ul style="list-style-type: none"> PFS will work with an Age Group and Coaches to ensure our Warm Ups are standardised and effective. Player ownership and understanding is the overall aim. 	<ul style="list-style-type: none"> PFS will shadow the Age group coaches and observe the players during training. These notes will support assignment of individual programmes. 	<ul style="list-style-type: none"> PFS will assign players into groups specific to their needs. This will be a mix of age groups PFS will provide exercises to complete away from training.

Week	17:30-18:00	18:00-19:00	19:00-19:30
Week 1	U9	U9	Speed Development
Week 2	U10	U10	Acceleration Development
Week 3	U11	U11	Power Development
Week 4	U12	U12	Movement Development
Week 5	U13	U13	Conditioning Development
Week 6	U14	U14	Review / Monitoring



The Academy utilises futsal within our coaching programme as it compliments our playing philosophy and teaches our young academy players game understanding. Due to the nature of the game it allows small numbers of players to experience different situations within the game so that they are exposed to various challenges within the in, out and transition periods of possession. The game is very intense which requires the players to concentrate and organise quickly which places high demands on the psychological corner in which we firmly believe is the key to producing players which meet our quality threshold.

How Futsal links in with Football



PLAYER DEVELOPMENT – *INDIVIDUAL LEARNING PLANS (ILPs)*



- WEEKLY REFLECTIONS SURROUNDING THE ILPs WILL BE MADE ON THE PMA. THIS WILL BE DONE USING A TRAFFIC LIGHT SYSTEM/AND OR COMMENTS RELATING TO PERFORMANCE.
- IF TARGET IS MET THEN A NEW TARGET WILL BE ISSUED.
- SESSION EVALUATION

PLAN

REVIEW

DELIVER

- EACH PLAYER TO HAVE AN INDIVIDUAL LEARNING PROGRAMME
- THESE SHOULD BE FORMULATED FROM THE INITIAL ASSESSMENT. (THE PREVIOUS COACHES HAVE AN INPUT IN THESE).
- ILPs LINKED TO THE PLAYER PROFILE OF THE POSITION. THIS WILL BE AGE SPECIFIC.
- MACRO TARGETS SHOULD BE SET (ANNUAL)
- MESO TARGETS SHOULD BE LINKED TO THE MACRO
- EACH PLAYER WILL COMPLETE A SELF COMPETENCY FORM TO ESTABLISH
- PLAYERS WILL BE GIVEN TARGETS ON THE FOLLOWING:
 1. COACHING PROGRAMME – TECH & TACT
 2. GAMES PROGRAMME – TECH & TACT
 3. ALSO INCLUDING PHYS/PSYCH & EDUCATION

- INDIVIDUAL LEARNING PLANS WILL FORM PART OF THE SESSION. FP WILL BE DONE AT THE START OF THE WEDNESDAY SESSION WHILST THE YDP WILL BE DONE AT THE END. THE PDP WILL BE DELIVERED ON A MONDAY AFTERNOON.
- THE COACHING PROGRAMME IT SELF WILL FORM A CHALLENGING ENVIROMENT FOR THE PLAYERS TO HAVE ACCESS TO REPETITIVE LEARNING AND THIS WILL GIVE THE COACHING STAFF TIME TO OBSERVE AND FEEDBACK ON THE INDIVIDUALS ILPs.
- RESOURCES WHICH WILL CONSOLIDATE LEARNING WILL BE UPLOADED TO THE PMA FOR PLAYERS WHO ARE IDENTIFIED AS NEEDING THAT LEARNING AIDE.

Preston North End (APP)

APP26. Full Time Management & Coaching Staff



Staff Role	Name
Academy Manager	Nick Harrison nick@pne.com
Head of Coaching	Matt Craddock mattcraddock@pne.com
Professional Development Phase Lead Coach	Nick Harrison
Professional Development Phase Coach	Andy Fensome
Youth Development Phase Lead Coach	John Prince johnprince@pne.com
Foundation Phase Lead Coach	Paul Gray paulgray@pne.com
Academy Goalkeeping Coach	Jack Cudworth
Head of Recruitment and Welfare	Andy Livingstone andylivingstone@pne.com
Academy Physio	Tim Horn timhorn@pne.com

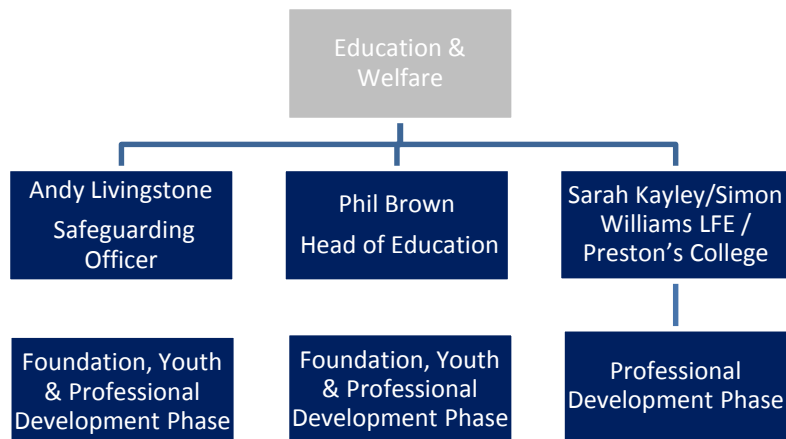


Preston North End (APP)

APP33. Delivery of the Education & Welfare Programme



Structure of the Education & Welfare Departments



Education Provision

Phil Brown (Head of Education) is responsible for the development and implementation of the Education strategy at Preston North End Academy. The different phases have their own delivery schedule. The youth development phase has 2 schedules as the academy operates a hybrid training model at age groups U15 and U16.

Professional Development Phase

The education of the Under 18 age group is co-ordinated by the League Football Education (LFE). Sarah Kayley and Simon Williams are the LFE regional officers.

Natalie Walker manages BTEC programme delivery on behalf of the education provider Preston's College. Additional qualifications such as NVQ, PFA Coaching and functional skills are again coordinated by the LFE.

Foundation & Youth Development Phase

Age groups U9 – U14 are on the part time training model, therefore all education provision is delivered by their primary or secondary school. Players who are U15 and U16 are on the hybrid training model. The academy provides a 1 hour compensatory education session to allow players to complete school set independent study or alternatively an informal programme of study put together by the academy.

Safeguarding

Andy Livingstone is responsible for the Safeguarding of children. He is available to be contacted at anytime for advice and he ensures that everyone has the correct qualifications and have CRB/DBS Clearance. Any issues relating to safeguarding are brought to his attention and are dealt with accordingly.



Preston North End (APP)

APP33. Delivery of the Education & Welfare Programme



Education contacts, providers and provision details per training model

Part Time Training Model
Foundation U9-U11 &
Youth Development Phase
U12-U14

PNE FC
Head of Education

Primary School
Head Teacher / Secondary
school Head of House or
Progress Leader

Primary / Secondary Schools

Monday – Friday

Hybrid Training Model
Youth Development Phase
U15-U16

PNE FC
Head of Education

PNE Tutor / Secondary School
Head of House or Progress
leader

PNE / Secondary Schools

Wednesday
Compensatory Education
Lesson 6.00 – 7.00

Full Time Training Model
Professional Development
Phase U18

PNE FC
Head of Education

LFE Regional Officer /
Preston's College Programme
Leader

LFE / Preston's College

Thursday 9.30 – 4.30
Friday 2.00 – 5.00



Preston North End (APP)

APP34 Academy Education Philosophy

Recording and Tracking Players

Educational Performance

Stage 1

Stage 2

Stage 3

Stage 4

Foundation U9-U11 &
Youth Development Phase
U12-U14

Initial assessment recorded

Informal progress update on
academic performance from
school recorded on the players
PMA

Completed formal feedback
report measuring players
academic performance held on
file

Track the initial destination of
the player on his release.

Hybrid Model
Youth Development Phase
U15-U16

Initial assessment recorded

Informal progress update on
academic performance from
school recorded on the players
PMA

Completed formal feedback
report measuring players
academic performance held on
file

Track the destination of the
player on his release and
achievement across his
progress 8

Full Time Model
Professional Development
Phase U18

Initial assessment recorded

Informal progress update on
academic performance from
college/LFE recorded on
PMA/EMS

Completed formal feedback
report measuring players
educational performance.

Track the destination of the
player on his release and
record his educational
achievement via EMS

Process of acquiring the data:

Youth admin phone
call to request key
contact for player

Head of Education
emails key contact
to request progress
update

Youth admin email
Schools to request
completion of
bespoke feedback
form

Head of Education to
contact school to
follow up feedback
received

Head of Education to
contact school if
player released

All data will be kept in the players individual folder and on the Education Tracker sheet.

Preston North End (APP)

APP34 Academy Education Philosophy - Remedial Measures School / Club Intervention Strategy



Preston North End (APP)

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SECTION 1 CHILD PROTECTION - AN INTRODUCTION

1.1 Because of their statutory responsibilities for children, children being those players under 18 years of age, all Social Services Departments have set procedures giving guidance and information on protecting children and responding to child abuse.

1.2 The procedures in this “**Child Protection Document**” are designed especially for PNE FC Academy, in particular for coaches and scouts, because of their direct contact with young people who may be, or become, victims of child abuse.

1.3 All employees *may* become involved in varying ways;

- A young person informing a member of staff that they have been involved, witnessed or been informed of an incident of abuse.
- By suspecting or witnessing abuse or abusive practice towards a young person by another adult or young person (Bullying)
- By being concerned about a young person.
- By being accused of abusing a young person.

1.4 All **Academy staff** working with young people will have built up “trusting relationships” This may mean that young people will confide in and seek protection in certain situations and varying circumstances.

1.5 When working with young people, all staff employed at the “**Academy**” must be prepared to listen, analyse, evaluate and react accordingly to certain information or situations. Young players may communicate non-verbally through body language, gestures, actions or behaviour. A slow but definite personality change will/may be an indicator that all is not right.

1.6 These guidelines are intended to help and assist each member of staff employed at the Academy. Each member of staff needs to take responsibility to protect young people and ensure that they are able to live and play in a safe and secure environment.

DEFINITION OF CHILD ABUSE

1.7 A person can describe Child abuse as harm to a child, or failure with responsibility for a child to provide reasonable care, or a combination of both. Abuse may take the form of physical injury, sexual or emotional abuse, or neglect. Anyone, parents, guardian, carer, relative, a known person or in fact another young person may cause harm. The four main types of child abuse are described as:

1.7.1 Physical Injury

This is the actual or likely physical injury to a child where a person physically injures or hurts a young person. This can involve hitting, shaking, squeezing, burning, biting, or intentionally causing injury whilst conducting a challenge for the ball;

* Bruises, particular attention to head and face and shin/leg areas other than accepted injuries whilst playing the game. Attention should be paid to finger joints, in particular knuckle areas. Other marks which may have been caused by the use of belts, whips, and sticks.

1.7.2 Neglect

This refers to the persistent or severe neglect of a young person or failure to protect that young person from exposure to danger, including cold or starvation, or extreme cases of lack of care resulting in the significant impairment of the child's health, safety and welfare. Signs of neglect could include the following:

- * Lack of physical growth or erratic weight gains and losses, may suggest under nourishment.
- * Poor physical appearance, the child may appear cold, dirty, inadequately clothed and may have pale mottled skin. Thinning hair or bald patches and recurring infections.
- * The child appears *fearful*, wary, froze in one position or seems to be apathetic or dejected with lack of responsiveness
- * Delayed growth spurts



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1.7.3 Sexual Abuse

This is the actual or likely sexual exploitation of a young person when another person seeks sexual gratification. Signs of certain well-documented abuse may be as follows:

- Injuries, cuts or soreness in the anal or genital area
- Unusual or excessive sexual knowledge
- Sexualised behaviour
- Withdrawn response to the subject

1.7.4 Emotional Abuse

This refers to actual or likely severe adverse effects on the emotional and behavioural development of a young player caused by persistent or severe ill treatment namely rejection. All abuse involves some emotional ill treatment, the areas of concern are:

- Rejection
- Lack of praise or encouragement
- Lack of attachment
- Lack of proper stimulation, e.g. fun and play
- Lack of appropriately handling relative to age
- Segregation
- Punishment Or given work tasks as a punishment

1.7.5 Child on Child Abuse

It should be recognised that physical, sexual and emotional abuse might be carried out on a young person by another young person. Physical and emotional abuse may be recognised by:

- Planned abuse
- Calculated selection of a victim
- Persistent physical, emotional or verbal abuse
- Difference in age, size, physical strength, status
- Racism

Flare-ups and spontaneous fighting should not be considered as abuse provided they do not become persistent.

GOOD PRACTICE WITHIN CHILD PROTECTION

1.7.6 Keeping Records

Accurate records are to be kept within the main documentation at the Academy Office. A record should contain date and time of the particular incident, if the young person has told you something or another member of staff wishes to report an incident. The written record should include a statement by the supervising member of staff; incident report form and a sketch.

1.7.7 Confidentiality

The purpose of confidentiality is to protect both staff and the young person, by providing privacy and access to senior staff by the players, parent or guardian. In accordance with the Data Protection Act all information written or verbal, should be heard by Staff in Confidence. All child protection records should be kept separately from all other records, accessible only to the designated people.

1.7.8 Appropriate Questioning

It is important that all Academy Staff are aware of the specialised nature of interviewing young people within the child abuse category. If there is any doubt only the designated Child Protection Officer are to be contacted. If a situation arises where a player expresses



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concerns, it is an acceptable risk to ask an open-ended question in the attempt to ascertain the basic outline of the problem. Staff training is to be conducted to deal with questioning techniques.

1.7.9 Your Own Feelings

Staff are to ensure that personal terminology is not used which may be adopted by a young person in later statements, such as, rape, assault, beating, it was as opposed to was it? it is imperative that the member of staff remains impartial but supportive.

1.7.10 Never Make Promises

Be honest and realistic and never make promises that cannot be met, it is the duty of every member of staff at the Academy to adhere to the confidentiality aspects of this document, however all incidents of conversations, meetings or written statements are to be passed to the designated person.

1.7.11 Urgency

Prompt action needs to be taken in all instances where abuse is suspected or discovered. The policies set in this document will afford all staff the necessary procedures to effect prompt action.

1.7.12 Ongoing Correctional Practice

As varying situations and time periods pass, all senior and coaching staff are to constantly update their training and evaluation techniques to ensure that good practice may be ongoing and correctional learned from experiences.

CRB CLEARANCE

In accordance with FA guidelines, all members of Staff at the Academy will be CRB enhanced clear to be able to work with young players.

All members of staff are to have completed a CRB enhanced clearance form before employment at the club.

The FA will not provide in depth analysis information as to whether a coach has a criminal record but will make recommendations should the FA feel that the nominated coach is not suitable for employment at the club.

The designated CPO will take immediate action to ensure this guideline is followed.

Section 2— Policy Statements

2.1 Mission Statement

It is the mission statement of the Academy (Child Protection) to ensure that all procedures shown in this document comply with the directives set by the Football Association for the Health, Safety and Protection of all players involved with Youth Development Soccer.

This document will ensure that all matters for the benefit of players and staff will be monitored, managed with corrective measures used where necessary.

The Academy Manager, Safeguarding Officer and all staff within the Academy are committed to the management of this policy and are to apply the necessary vigilance and management control measures to ensure its implementation.

2.2 General Statements

Policy Statement the Football Association (June 2005)

2.2.1 The Football Association sees the introduction of the Child Protection Policy as a clear signal that it is determined to ensure that all necessary steps are taken to protect from harm, all children and young people that participate in soccer at Professional Clubs.

2.2.2 The policy establishes the Football Associations position, role and responsibilities and together with the handbook, clarifies what is expected by all Clubs and individuals involved within soccer. It very clearly highlights the importance placed by the FA on the Protection of Young players.

2.2.3 The Academy at PNEFC recognizes and accepts its responsibility for the safety and well being of those children and young people who come within the care of the Club and its staff These children and young people include those who trial, train at the Club Academy or Development Centres. The Club also recognizes that the health, safety and welfare of those young players is paramount. We the Club believe that this will provide a solid foundation for the development of the young players for the future of the club.



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2.2.4 The Academy, through trained and qualified staff will;

- * Put into place systems that will prevent or minimize the risk to the health, safety and welfare of young players. As a part of this process, the Club will ensure that the young persons will have access to a complaints procedure.
- In accordance with the FA Premier League guidelines, The Department will appoint an appropriate member of staff to be the “**safeguarding Officer**” to whom all concerns about the welfare of young players will be reported.
- Ensure that there are systems in place to ensure that any concerns about the welfare or protection of young players be dealt with appropriately and sensitively.
- All staff that deal with young players will receive the relevant amount of training as directed by the FA with regards Youth Academies.
- Will ensure that all staff employed in the “Academy” is screened in accordance with the FA guidelines for Child Protection.
- Will work under the guidance of the Area Child Protection Committee with regards child protection issues.
- Will ensure that all parents and guardians are fully aware of the Clubs “Child Protection Policy”

2.2.5 This Child Protection Document is the main reference document describing the procedures, and actions to be carried out, should there be a breach of policy by any member of staff; players or spectator while attending a match or training session at any facility used by the Club.

2.2.6 the purpose of this policy is to outline the policy of the club inline with the Football Association for the maintaining the Health, Safety and Protection of players and staff.

2.2.7 A Comprehensive Monitoring System will be put in place to maintain the policies set by the Academy Manager and the Football Association. Those procedures will be in detail in the following sections.

2.2.8 every member of Staff will complete the relevant Child Protection Course and in service training and evaluation, as set by the Academy Manager under the Directive of the Football Association.

The key principles of this policy are:

- To develop a positive and proactive standard in order to protect all children and young people who are a part of the club, or visiting, in a safe and protective environment.
- To ensure that all staff; parents and spectators are aware of this policy, which is supported by the NPCC and the Football Association.
- To promote best practice and a high standard of professional ethics throughout the Club.

2.3 Code of Conduct

In addition to the Code of Conduct detailed in the Academy Performance Plan, the following additional points are to be managed by all members of staff with respect to Child Protection:

- PNE Staff and players are to ensure that the Health, Safety and Protection of all players and staff from all visiting teams at arranged matches, or training, is a high priority.
- Staff will not, where practically possible, be in a situation where they are on a 1 to 1 situation with a player whilst not in a public area.
- It is the responsibility of the age group coach; to ensure that all the relevant information with regards as to the policies and procedures set in this document is promulgated to all parents, players and assistant staff
- All matters, which are of a nature that may cause a concern and incident, must be reported in the correct procedure, which are detailed in the following sections.
- Any breach of conduct, which may contravene any policy set by this document, is to be reported in the **Incident Log**.



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2.4 Phrases used in this Document

2.4.1 Designated Meeting/Waiting Areas

Is an area that set by the Academy Manager and Safeguarding Officer that is well illuminated, safe from traffic and known to all players, parents and spectators of both our Football Club and visiting teams.

The Designated Meeting/Waiting Areas should be:

- Main reception
- The area of a pitch, which is illuminated by floodlights indicated by the coach on a previous briefing and known to all.
- An area indicated at short notice by the Academy Manager.

Designated Meeting/Waiting Areas are to provide:

- A safe area for the player to be dropped off by car, wait to be collected or meet other players before entering the changing room or playing area.
- An area where there will be no chance of a situation where a player is left unattended or in a 1 to 1 situation with a member of staff another players parent or member of the general public.

2.4.2 Acceptable Risk

Within the sphere of Professional Soccer, regardless of age group, there will be situations where a degree of Professionalism must be employed. This is to say that every member of staff must be aware of the repercussions of a scenario where the coaches/staff professionalism is put in question.

To ensure that this statement protects both players and staff there will be situations where the term **acceptable risk** is to be understood. The following situations are examples of acceptable risk:

- The time between players dropped by car and moving to the designated meeting area.
- It is suggested that parents/guardians are briefed and not do depart until the players are at the designated meeting area.
- Players in a one to one briefing with their coach.
- This situation is to be avoided, however the situations is an acceptable risk under the following guidelines;
 - o The meeting is within view if another member of staff or group of player's spectators / parents.
 - o Parents should be encouraged to attend the meeting.
 - o If a room is used, then the door is left open at all times.
 - o The meeting to be as brief as possible with another member of staff informed at to the location, time and reason for the meeting.

2.4.3 Restricted Area

If the changing complex is used for both for the use of adult and youth teams and that no provision is made for sole use of individual rooms for Academy, the **Academy must meet certain criteria**. In order to meet the requirements of this document, certain areas will be marked with signs stating “**Restricted Area**”. This area has certain criteria:

- The restricted area is the block of changing rooms allocated by the Arena on the day of the matches for the sole use of Academy.
- The relevant signs ‘**Restricted Area No Access**’ are displayed at the entrances to both the restricted area and individual changing rooms.
- Once players have moved from the designated meeting area to the changing area, access to that area be denied to all non-playing or coaching staff from our Youth System or visiting team.
- The ablutions are not to be used by parents/spectators.
- Access is denied to the restricted area by all senior teams using the same building for team changing.
- Access and egress to the restricted areas are to be controlled and monitored by the Staff using that facility.



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2.4.4 Controlled Access and Access to Changing Facilities

- The coaching staff of the Academy and visiting teams shall be made aware that there will be adult players and spectators around the entrances to the main changing facilities and pitches within the Arena complex.
- Coaching Staff are to ensure that ALL passage to and from the changing rooms, past other pitches in use, is to be in a controlled group. Individual players are not permitted to move freely from changing facilities to playing areas unsupervised.
- Players are not permitted back into the changing facilities unsupervised. Should the situation arise where a player has to collect equipment, then the parent or guardian is to accompany the player with the coach.

2.4.5 Staff only Areas

The areas which are clearly marked are designated as ‘**staff only areas**’ and are to be marked accordingly with relevant signs. The purpose of this area is to;

- Provide a ‘**Staff Only area**’ where staff can conduct the daily business without player presence.
- Provide a storage area for documentation, but more so equipment that will not cause injury to players.

2.4.6 The Designated Person

2.4.6.1 The Academy has designated persons for Child Protection, these people are highlighted in your induction manual. In the event of that person not being available, the next point of contact is the Academy Manager, If that person is not available then contact the senior member of Staff on duty.

The designated person will be responsible for the management and coordination of Child Protection issues.

2.4.6.2 The designated person will maintain a system of **Child Protection Records** to be kept within secure accommodation at the offices of the Academy. This is to include;

- Child Protection Referrals to local Authorities.
- General incident log to include;
 - o All incidents of abuse on a young person by another person to include bullying.
 - o Written details or incident reports from staff.
 - o Referral to local services and the FA.

2.4.6.3 The designated person will be responsible for ensuring that all staff are familiar with this document “**Academy Child Protection Policy**”. The designated person will ensure that the Academy Staff receive adequate and current training in this field.

The designated person will be at hand to provide support to any member of staff; player or parent.

2.4.7 The Nominated Person

2.4.7.1 This person is the Senior Member of Staff that is on hand when the Designated Person is not available through other tasking.

2.4.8 The Terminology Abuse as opposed to Poor practice.

- **Abuse** — Action required by the FA and Social Services
- **Poor Practice** — Action may be taken by the Club to react to further possible reoccurrence.

2.5 The Data Protection Act 1988

2.5.1 In line with the regulations in the Data Protection Act 1988, all documentation will:

- Be kept in a secure location in the office of the Child Protection Officer.
- Access to that documentation to be restricted to the designated persons.
- The Incident Register to be controlled by the CPO.
- All information is accessible to the parent/guardian of the player.
- Any data bases to be kept on PCs are to be Security code locked with access denied apart from the designated persons.
- The information is not to be discussed with any member of staff.
- Information is not to be exchanged.



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2.6 All information used at the Academy is to be classified (Staff in Confidence)

2.7 The Use of Images

2.7.1 The FA advocates the use of images as long as they follow the usage and guidelines et in the Child Protection and Best practice workshop book and to be found on the CP website at www.thefa.com/goal

2.7.2 The use of images at PNEFC Academy is to follow the following guidelines:

- Players are to be appropriately dressed/clothed in all photographs
- The person wishing to take images MUST obtain clearance from the senior designated person on duty at that venue or match.
- Photography/images must focus on the group and not the individual where possible.
- Parents/guardians of children who do not wish to have their photograph taken (court order for example) must be known to the relevant age group coach and the designated person.
- There is to be NO Footage/imagery or photography taken within 50m of any changing room or treatment room.
- Mobile phone use for imagery should not be used at all without the express permission of the designated person.

RECORDING OF INFORMATION

4.10.1 Information passed to the **Safeguarding Officer (CPO)** that is to subsequently forwarded to the Social Services, must be as accurate as possible. The report should contain the following information:

- Full details of name, address and date of birth.
- Full details of the date, time and location of the incident.
- The nature of the allegation.
- A description of any visible injuries.
- The child's version of events in their own words if possible of what happened.
- Any observations made by you.
- A clear distinction of what is actual fact and possible hearsay.

4.10.2 Under no circumstances are opinions or decisions given or made by the interviewing person. The CPO will make decision as to Poor Practice or actual abuse.

4.10.3 The format at Page **26 & 27** is to be used for all incident reports. The reports will be kept on file for 1 calendar year with full details held in the Secure Document held in the Office of the CPO and Academy Manager



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SECTION 4 PROCEDURES

4.1.1 Training Nights

4.1.2 Arrival of Players

- Players are not permitted to enter the changing facilities unless in groups of **3 or more**. Players arriving at varying times are to be directed to a **'waiting area'** known to all staff and parents. The waiting area will be sign posted clearly on the day of the match. **See 2.4.1**
- Players who arrive 'already changed and ready to play' are to move directly to the designated **'waiting area'**, (see 2.4.1) which their coach as indicated in a previous briefing. This waiting area is to be in full view of the coaching staff at all times, and where possible, out of earshot and influence of adult teams and spectators.
- In the winter months where the darker nights are set in, parents/guardians are to be briefed that players are to be **dropped off at the designated meeting point/waiting area** and not left in the varying car parks.

4.1.3 Dispersal of Players

- On completion of training, players using the changing facilities are to be kept in groups of not less than 3 players. They are to wait until the group is changed and ready and then directed to the designated meeting point.
- Players who are not using the changing facilities are to be directed to the designated meeting point.
- The Coach/member of staff is to stay with the players at the designated meeting point until the last player has been collected.

4.1.4 Action to be carried out if there is a breach of Procedure

• Players sat in the changing facility on their own:

Action — Player moved to the designated waiting area until 3 other players arrive.

• Players dropped off by car in the wrong designated area:

Action — Parents verbally briefed as to the breach of code of conduct and re-informed of the arrival and dispersal procedures.

• Players left waiting collection at the Designated Meeting Point:

Action — A member of staff is to stay with the players until they are collected. Should the situation arise where the staff member is 1 to 1 with the player, they are to move to the **MAIN RECEPTION AREA**.

- **Parents are to be informed of this serious breach of procedure and a written incident is logged in the incident report log.**

4.2 Match Days

The procedures in 4.1.1. Are to be followed for match days with the following additional features; (Where practically possible)

Access and egress to changing facilities.

- The coach/staff member is to ensure that all players meet at the designated area prior to entering the changing facility.
- Changing facilities are to be marked with an A3 sign which clearly states **"RESTRICTED AREA NO ACCESS TO NON YOUTH DEVELOPMENT STAFF OR PLAYERS"**
- Staff are to closely control access and egress to the "RESTRICTED AREA"
- Parents and spectators are not permitted in this restricted area with the players and must leave them at the Designated Waiting/Meeting Area.
- The general public is not permitted to use the Toilets facilities in the restricted area.
- Players are to stay in the changing room until the whole team is changed and ready to move to the designated pitch.
- The coach/staff member is to **ESCORT** the whole team from the changing room to the pitch through any group of adults who may have congregated outside the changing room block.
- The group is to move to the designated pitch on a route that is not within earshot (where practically possible) of any adult team who may be using the nearby facility.



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- On completion of the game, the coach is to escort the players as a whole team / group back to the changing room, as mentioned above.
- A single player IS NOT permitted back in the restricted area. If the situation arises where a player needs to access his clothing or equipment then another player plus the coach is to escort the player in a group of 3. The parent is required to accompany the player & coach. Once the player is changed, he is to leave the restricted area in the company of his parent.
- There should not be less than 2 players and a coach in the changing room at any time pre or post match.
- The players are to move to the designated meeting area on completion of the day.

Action to be carried out if there is a breach of Procedure 3.2.1

• Single Player in the changing room;

Action — Player told to move to the Designated Waiting area until 2 other players arrive.

• An adult player wishing to enter the Restricted Area.

Action — Player requested to leave immediately and escorted from the area by a member of staff.

• Spectator requesting to use ablutions

Action — Person asked to leave the area and directed to the outside ablutions.

If the ablutions are locked, ring 0 on the phone and request that the Arena Staff open the outside ablutions for public use.

Player wishing to re-enter the changing facility once the team has left (e.g. on injury) Action —

- A member of staff is to accompany the player WITH the player's parent / spectator. If there is not a parent / spectator present, then a second member of staff is to be present.
- The parent is required to accompany the player & coach. Once the player is changed, he is to leave the restricted area in the company of his parent.
- If a player parent is not at the ground, the player is to change and then return immediately with the 2 accompanying adults and return to the "Technical Area"

Acceptable Risk

If a parent or second member of staff is not available, the coach is to accompany the player to the restricted area but not enter the changing room with the player. The player is to enter the 'changing room alone and collect his equipment/clothing

4.3 Meetings Players/Coaching staff

4.3.1 There will be situations where players will receive briefings or be involved with a meeting with the Coaching Staff. The following guidelines are to be observed:

- The meeting is conducted in the staff only designated area or area designated by the Academy Manager or nominated person.
- There is another coach/member of staff present with the player.
- The parent/guardian is requested to be present.
- The Academy Manager is aware of the meeting.
- The meeting is logged.

Acceptable Risk

4.3.2 There will be instances where the coach has no option but to speak to a player on a 1:1 basis. This is an acceptable risk within the following guidelines:

- The meeting is conducted in a public place with other Members of staff, spectators/parents within view.
- The room door is left open.
- The meeting is as brief as possible.
- The coach informs the Academy Manager of the meeting.



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4.4 Travelling to away Matches

4.4.1 Coaches are to make aware that 'The players are in their care and responsibility from the moment of collection until the player is reunited with parent/guardian on return from the match'

4.4.2 Players may wish to travel with their parents/guardians or with the team on the Club Transport. The guidelines for players travelling by Club Transport are as follows:

- Players are to be briefed as to the '**Designated Collection Point**'. This collection point follows the same guidelines as the **Designated Meeting Point** for Training nights and match days. **(See 2.4.1)**
- Players are not to be collected as individuals.
- Players **MUST** travel wearing seat belts on the transport.
- Mid way stops are encouraged for refreshments.
- Coaching staff are to ensure that the policies adopted at our Academy Facility are observed at away grounds where clubs may not enforce similar guidelines and regulations.
- On return. Players are not to be dropped off at any location en route apart from the designated drop off/meeting point.
- Staff are to stay with players at the meeting point until all are collected.

4.4.3 Actions to be carried out in breach of 4.4

Parent not at the designated meeting point on arrival back after an away game.

- Staff are to wait with the player, contact the parent/guardian.
- Staff **ARE NOT** to take individual players home in Club or private transport.
- An incident report is to be logged.
- Player not collected. **(See 4.9.1 page 23 for the procedures for this incident)**

4.4.4 Acceptable Risk

Should the situation arise where the coach is left with 1 player, he is to;

- Move to a public place.
- Contact the player's parent/guardian immediately.
- Wait with the player until arrival of the parent/guardian.

Should the situation arise where the player's parent/guardian has no means of transport, i.e. breakdown, the coach is to;

- Inform the Academy Manager of the plan to take the player home.
- Inform the parents of the player of the above action.
- **(See 4.9.1 page 23 for the procedures for this incident)**

4.5 Treatment of Injury

4.5.1 There are regulations in place within the Academy Performance Plan but please see with the following additional procedures:

4.5.2 Players injured Match Day (Non Serious)

- Should a player require treatment on the field of play, the Physio or first aider is to make an assessment within the guidelines of SALTAPS and decide on a course of action:
 - o Treat the player while the game is suspended in view of all staff and spectators.
 - o Ensure that the player is fit to continue, if not the player is to be removed to the **Technical Area** and not in the area of the spectators or isolated area.
 - o Should players require further treatment then they should receive this at the **DESIGNATED TREATMENT POINT** as indicated by the senior staff member at that venue on the that specific day.
 - o The designated First Aid Point should be central to all fields of play and in view of all staff where practical.
 - o **Player to don sports sub suit to keep warm.**



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4.5.3 Acceptable Risk

There may be occasions where players are removed from the field of play at the nearest point in order to administer aid and for the game to recommence. If his situation where the player is in a 1 to 1 situation with the Physio is classed as acceptable risk. The player and Physio are to move to the technical area ASAP.

4.5.4 Player Injured on the field of Play (Serious Injury)

- Players who are seriously injured and required an ambulance or secondary aid are to be removed from the field of play nearest to the access point for an ambulance meeting point. This location should be as a priority and accepted as acceptable risk.
- The Physio is to ensure that the player's parent/guardian is immediately informed and joins the players at the Ambulance meeting point.
- The player's health & safety is the highest priority, players are not to be left unattended at any time awaiting the arrival of the medical services.
- Should a player be transported to the hospital, the parent or guardian is to accompany the player, the assistant coach or assistant Physio is also to accompany the player if requested by the Designated Person.
- ***The Physio is then to return to his/her duties at the Academy Nominated First Aid Point.***
- Players are not to be moved to the treatment room without the parent or guardian in attendance.
- Players who are to be removed from the game to the changing room to change out of playing kit are to be escorted by the parent or 2 adults (1 member of staff)
- The player is only to be in the changing room for the limited amount of time to change and leave the changing area.
- In the event of the parent not being present, the player is to change as quickly as possible and return to the Technical Area and not stay in the changing room until the game has finished.

4.5.5 Action to be carried out in breach of 4.5.4

- Parent or guardian not at the venue.

Action — The assistant Physio or coach is to stay with the player until the arrival of the medical services. The player's next of kin to be informed as to the situation and location of the player.

4.5.6 Acceptable Risk

In the situation where the player's parent or guardian is not at the venue when the player needs hospital treatment, it is accepted that the Physio cannot leave the match venue where he/she will be required to cover the remaining games. It is acceptable risk to transport the player in the ambulance until the arrival of the player's parent/guardian.

4.5.7 Players injured on non match days (Training Nights)

The regulations for Players injured on training nights are to be replicated as **4.5.2**

4.5.8 Players Receiving Remedial Treatment

Players receiving remedial training are to be treated under the following constraints;

- o The player is only to be treated by the Physio in the presence of the player's parent/guardian, assistant Physio or staff member.
- o No other person other than a parent/guardian or member of staff is allowed in the treatment room while then treatment is being conducted.
- A sign stating **NO ACCESS TO NON-YOUTH STAFF** is to be displayed on the entrance to the treatment room.
- The treatment room door to be left ajar until treatment is being conducted.

4.5.9 Action to be carried out in breach of 4.5.6

- The player's parent/guardian is requested to be in the treatment room while the treatment is conducted.
- The treatment is to cease immediately with the player being asked to leave the room or the Physio/first aider seeking the presence of another member of staff.

4.6 Bullying

4.6.1 In accordance with the FA Child protection document, all instances of suspected bullying (Child to Child Abuse) are to be reported to the child protection Officer and logged in the Register.

4.6.2 See Section 4.9.1. page 22 for the procedures in this instance.



Preston North End (APP)

APP36 Safeguarding Policy



4.7 Equipment

4.7.1 The use of training equipment is classed as acceptable risk under the following provisions:

- Players are not to be permitted into storage rooms without supervision.
- The equipment to be moved is supervised by the coach and within the physical capabilities of the player.
- It does not offer a health and safety risk to the player by way of injury.
- It does not isolate the player.
- It does not abuse the players standing within the team or is **used as a punishment**.
- All goalposts are to be erected, moved and dismantled by the coaching staff. Should players be used to assist, then the points above are to be in the coaches forethought.
- All goal posts are to be weighted down or pegged in accordance with the FA Guidelines.

4.8 INCIDENT REPORTING PROCEDURE

Member of Staff Accused of Abuse

4.8.1 All incidents or allegations involving a member of staff, coach or scout must be reported to the “**Designated Person**” on the same day as the alleged incident. (See flow chart 4.9.1 page 21)

4.8.2 On receipt of the information, the designated person will make record in the log as to the details of the incident.

4.8.3 The designated person will analyse and make an evaluative decision as to the subsequent action, reporting the matter immediately to the Academy Manager (see flow chart 4.9.1)

4.8.4 The parents of the young person are to be informed within at the earliest opportunity.

4.8.5 A “Meeting” with the **Academy Manager** to be convened within 24 hrs. The purpose of this meeting is to;

- Look at the details of the allegation.
- To take necessary action towards the member of staff i.e. suspension if required.
- Take necessary action informing the authorities where and when required to under the law.
- Inform an independent advisor from the local Social Services who will make assessment on the case and the necessary further action under the law.

4.9 Reporting Procedure

The young person should not be questioned by anybody than the Designated Person with the approval and in the presence of the player’s parents. The independent advisor may wish to inform the police on conclusion of this interview.

The Safeguarding Officer will, on advice from the Academy Manager and the Football Association, take the following steps as directed by the FA.

The nominated person should where possible and under guidance from the FA, seek to ensure the safety of the player (s) and the wellbeing of the member of staff at this critical and upsetting time in the process.

If the coach or nominated person is in the situation of a disclosure then he/she should take the following action

4.9 Incident Reporting procedure

4.9.1 There are various scenarios that can occur where an initial verbal report, followed by a full written report will be required. The following sections cover the Academy policy for the reporting of incidents:



Preston North End (APP)

APP36 Safeguarding Policy



Players under the age of 18 travelling with First Team (or players aged 18 and above)

This includes any player under 18 travelling with the first team and/or any under 16 (or below) player playing with the U18 squad which contains a player who may be aged 18 or above.

Whilst travelling players will be accompanied by / be in the presence of a member of staff who will be suitably qualified and hold an in-date CRB/CRC check.

Separate changing areas for players under 18 will be made available when possible. When this is not possible, changing times will be staggered to allow the player time to change separately.

In the event of a player who is not in the u18 squad but under the age of 18 staying at accommodation – they will be paired up and roomed with another u18 player. Players will be made aware of processes and emergency contact details, and a member of staff will be present within the accommodation throughout the night.

Players on Youth Loan with players aged 18 and above

The club will check that the club hosting the youth loan are all relevantly qualified, including holding an in-date CRB/CRC check.

The club will ensure that the youth player has transport to and from all games / training sessions.

When possible, staff will observe games, when this is not possible we will request the game footage to review the player's performance.

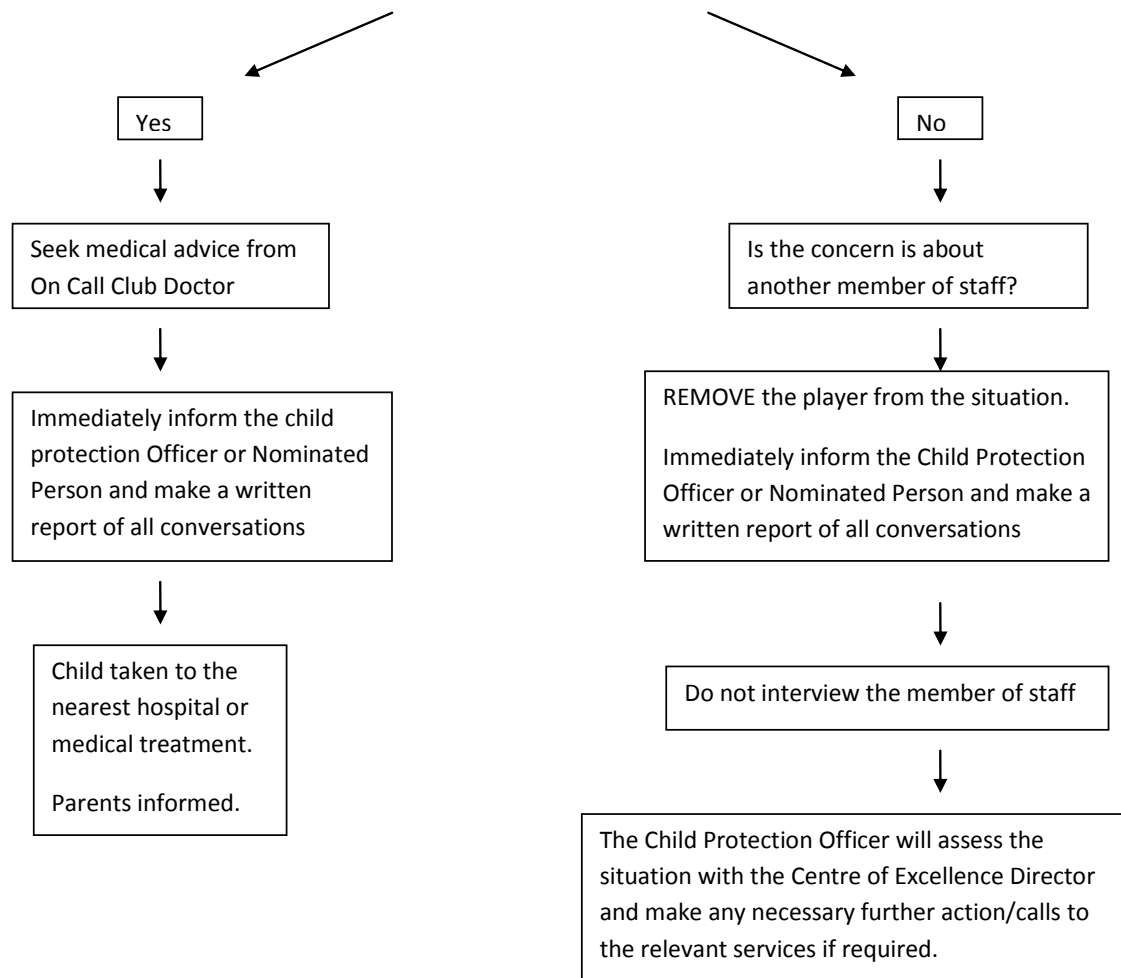


Preston North End (APP)

APP36 Safeguarding Policy – Disclosure Procedure

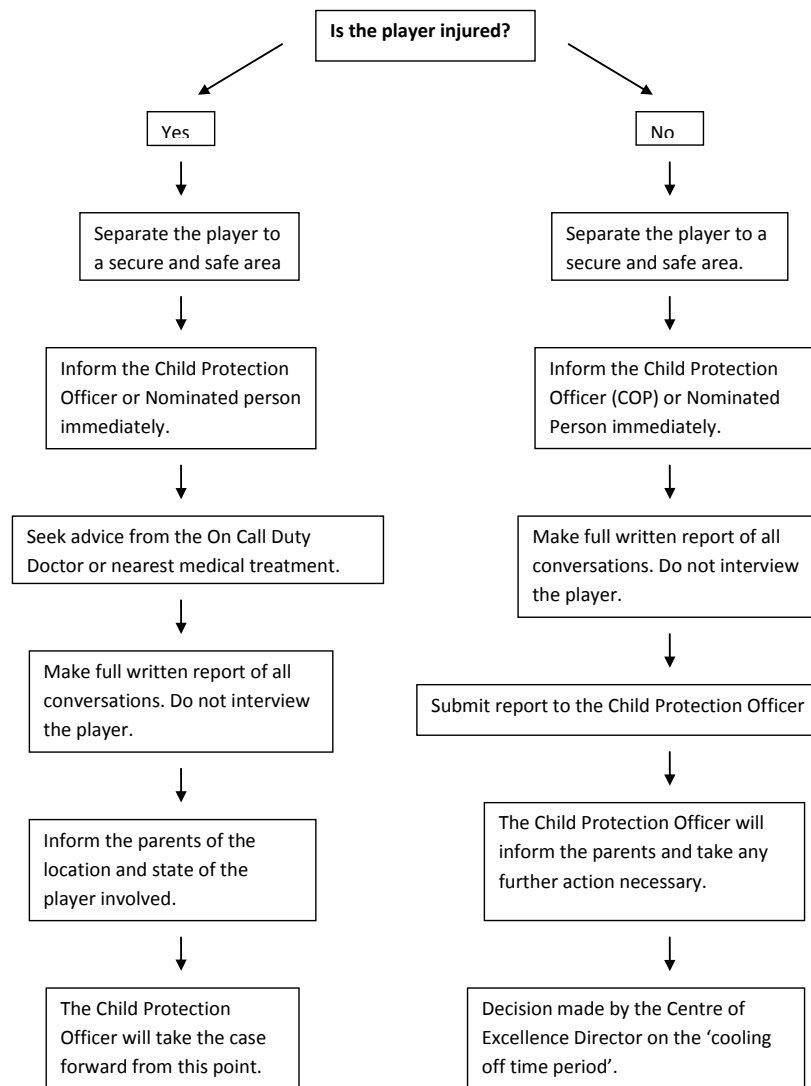


Action to be taken by the Coach if a Child informs them of an incident

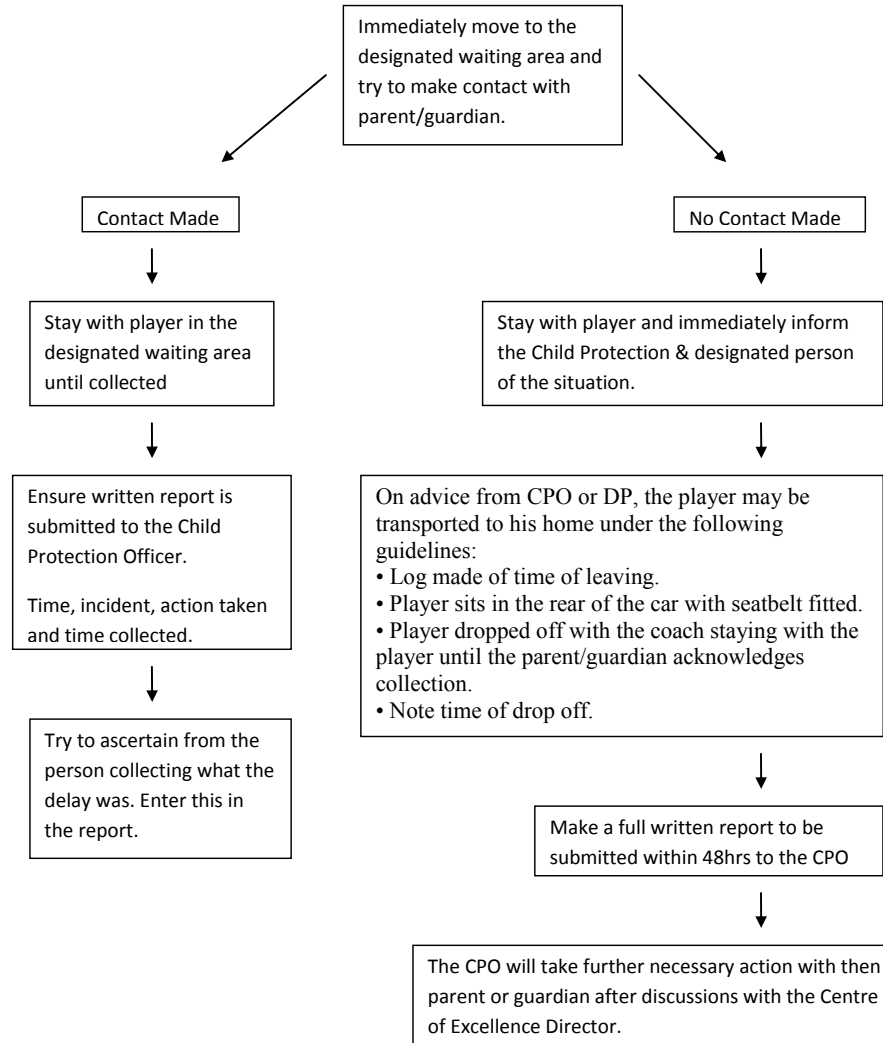


Preston North End (APP)

APP36 Safeguarding Policy – Suspected Child Abuse (Child on Child)

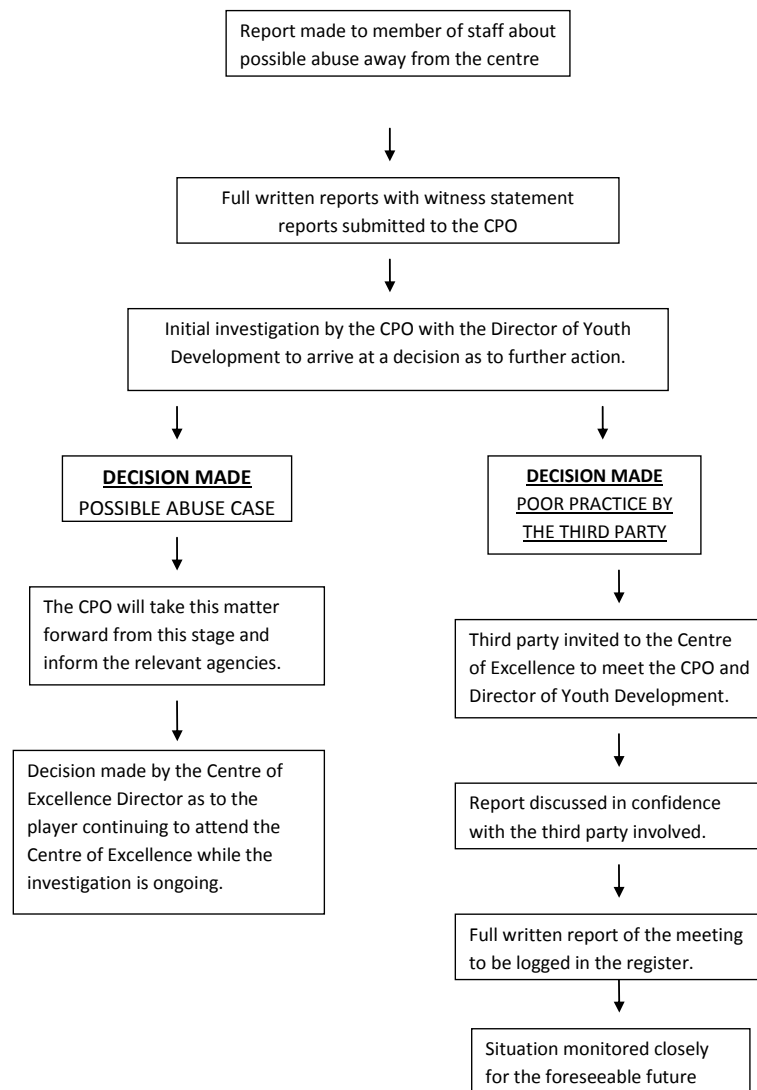


ACTION TO BE CARRIED OUT WHEN A PLAYER HAS NOT BEEN COLLECTED
BY PARENT OR GUARDIAN



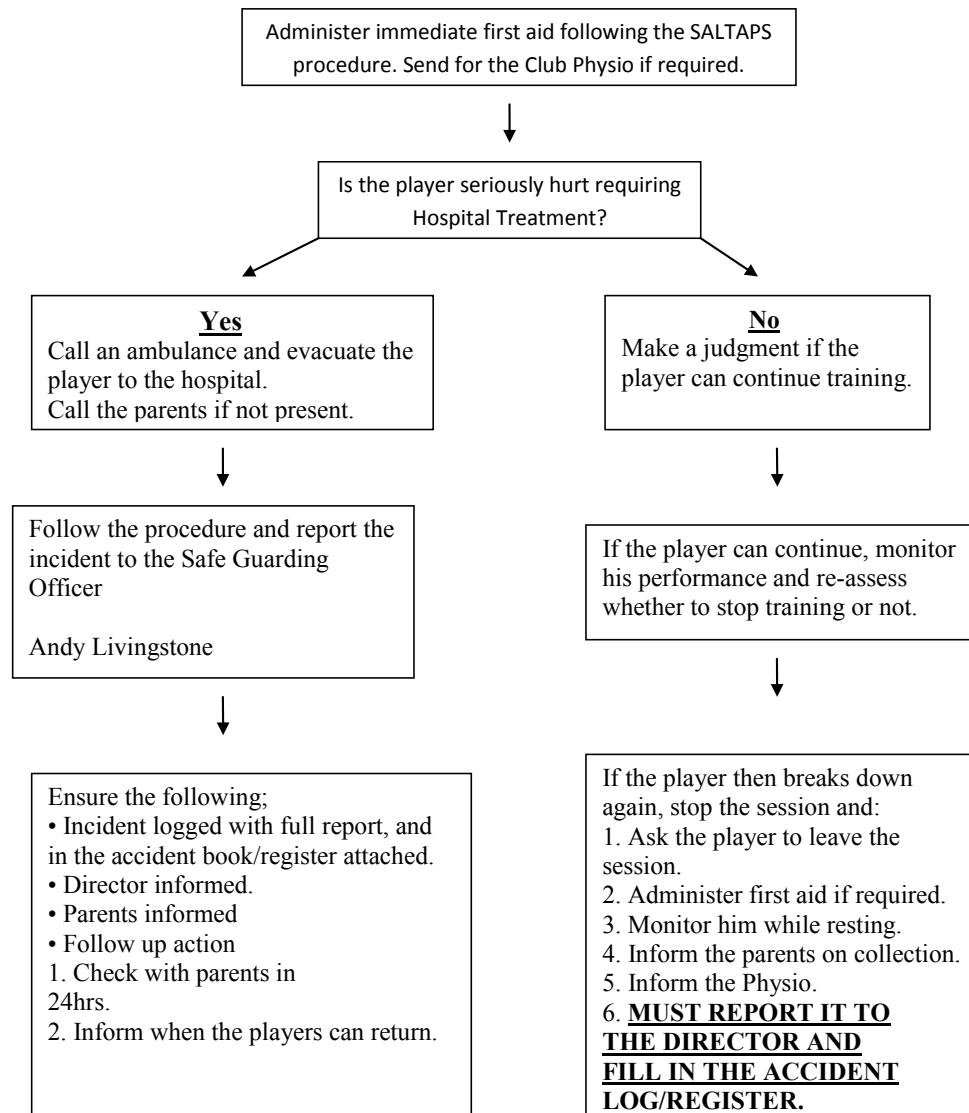
Preston North End (APP)

APP36 Safeguarding Policy – Reports of possible abuse away from the Academy at home or other location



Preston North End (APP)

APP36 Safeguarding Policy – Accident Reporting Procedure at the Venue



Preston North End (APP)

APP36 Safeguarding Policy – Procedure for Disclosure (Adult)



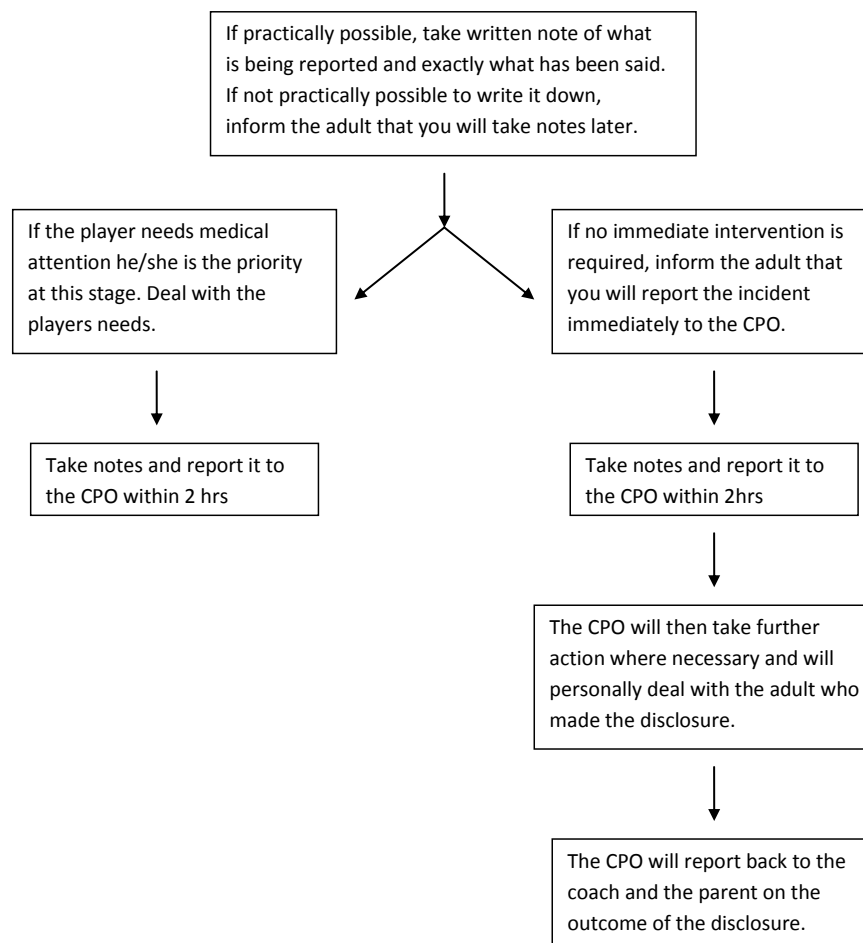
PROCEDURE FOR DISCLOSURE

1. Should you be in a situation where a child or indeed apparent discloses an incident or report, the following procedure is to be followed by All staff;

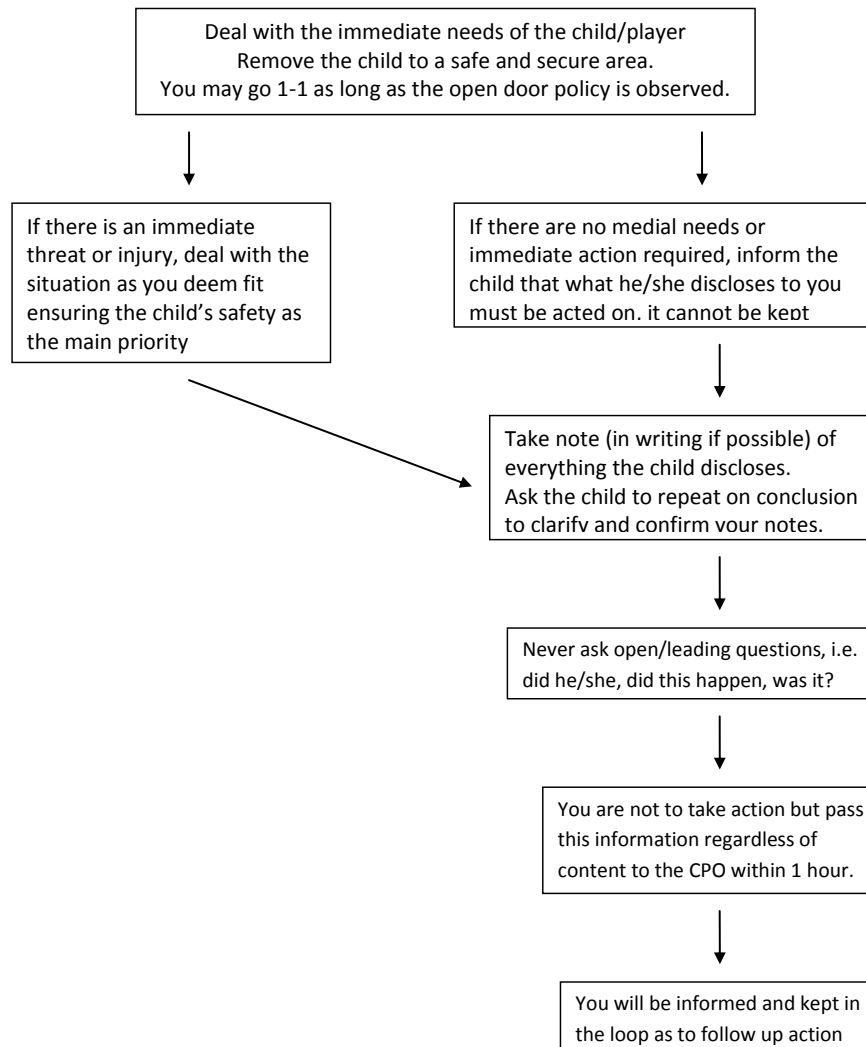
a. Reported by an adult

b. Reported by a child.

A: Disclosed by a Child



B: Disclosed by a Child



Preston North End (APP)

APP38 Bullying



Anti-bullying Policy

Statement of Intent

We are committed to providing a caring, friendly and safe environment for all of our members so they can participate in football in a relaxed and secure atmosphere. Bullying of any kind is unacceptable at our club. If bullying does occur, all players or parents should be able to tell and know that incidents will be dealt with promptly and effectively. We are a TELLING club. This means that anyone who knows that bullying is happening is expected to tell the Club Welfare Officer or any senior member of staff.

What is bullying?

Bullying is the use of aggression with the intention of hurting another person. Bullying results in pain and distress to the victim.

Bullying can be:

- Emotional – being unfriendly, excluding (emotionally and physically), sending hurtful text messages, tormenting (e.g. hiding property, threatening gestures)
- Physical pushing, kicking, hitting, punching or any use of violence
- Racist: racial taunts, graffiti, gestures
- Sexual: unwanted physical contact or sexually abusive comments
- Homophobic: because of, or focussing on the issue of sexuality
- Verbal name-calling, sarcasm, spreading rumours, teasing

Why is it important to respond to Bullying?

Bullying hurts. No-one deserves to be a victim of bullying. Everybody has the right to be treated with respect. Individuals who are bullying need to learn different ways of behaving.

This club has a responsibility to respond promptly and effectively to issues of bullying.



Preston North End (APP)

APP38 Bullying Cont...



Objectives of this policy

- All club members, coaches, officials and parents/carers should have an understanding of what bullying is
- All club members, officials and coaching staff should know what the Club's policy is on bullying and what they should do if bullying arises.
- As a club we take bullying seriously. Players and parents/carers should be assured that they will be supported when bullying is reported.
- Bullying will not be tolerated.
- All club members, coaches, officials and parents/carers should have an appreciation of the signs and indicators of bullying.

A child may indicate by signs or behaviour that he or she is being bullied. Adults should be aware of these possible signs and they should investigate if a child:

- Says he or she is being bullied
- Is unwilling to go to sessions
- Becomes withdrawn, anxious or lacking in confidence
- Feels ill before training sessions
- Comes home with clothes torn or training equipment damaged
- Has possessions that go 'missing'
- Asks for money or starts stealing money (to pay the bully)
- Has unexplained cuts or bruises
- Is frightened to say what's wrong
- Gives improbable excuses for any of the above

Or, in more extreme cases, if a child:

- Starts stammering
- Cries themselves to sleep at night or has nightmares
- Becomes aggressive, disruptive or unreasonable
- Is bullying other children or siblings
- Stops eating
- Attempts or threatens suicide or runs away



Preston North End (APP)

APP38 Bullying Cont.



These signs and behaviours may indicate other problems, but bullying should be considered a possibility and should be investigated.

Procedures

1. Report incidents to the Club Welfare Officer or a senior member of staff.
2. In cases of serious bullying, the incidents will be referred to the CFA CPO for advice and possibly to the FA Case Management System.
3. Parents/carers should be informed and will be asked to come in for a meeting to discuss the problem.
4. If necessary and appropriate, the Police will be consulted.
5. The bullying behaviour or threats of bullying must be investigated and the bullying stopped quickly.
6. An attempt will be made to help the bully(bullies) to change their behaviour
7. If mediation fails and the bullying is seen to continue the Club will initiate an investigation and possible disciplinary action.
8. In some cases the parent/carers of the bully or bullied player can be asked to attend training sessions, if they are able to do so and if appropriate. The Club will monitor the situation for a given period to ensure the bullying is not being repeated.
9. All coaches involved with both individuals should be made aware of the concerns and outcomes of the process.

In the Case of Adults reported to be Bullying Anyone within the Club under 18

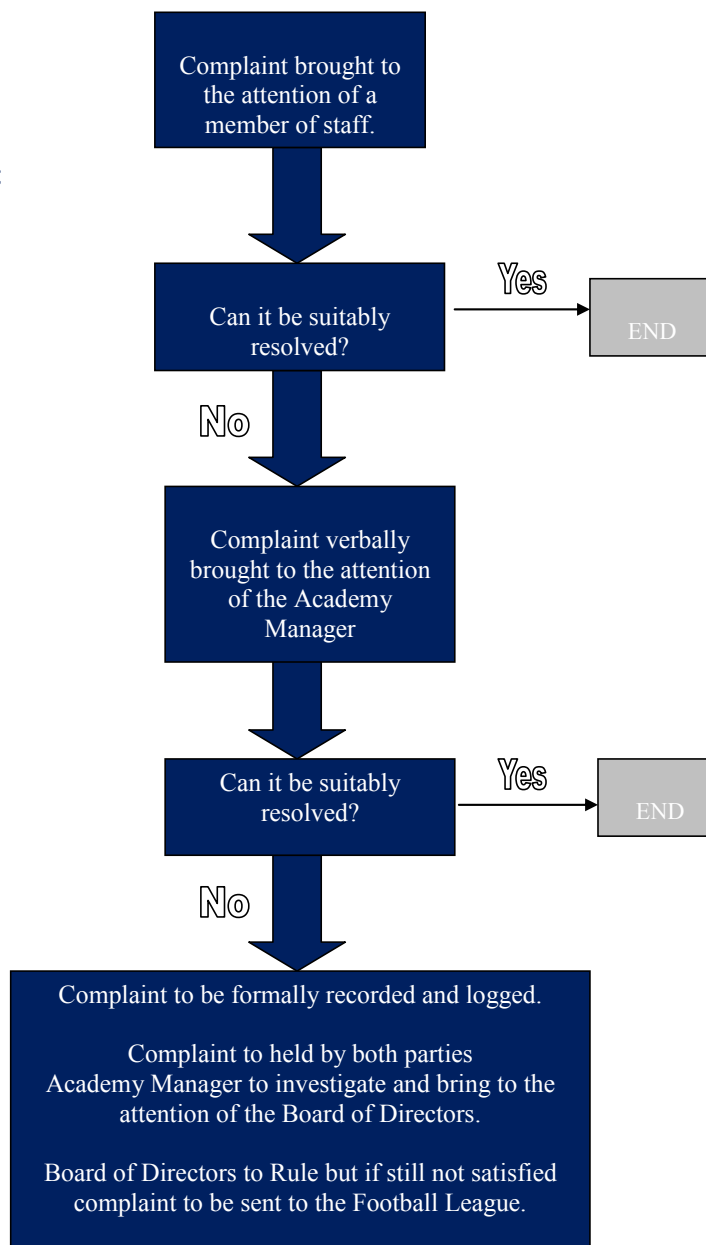
1. The CFA CPO should always be informed and will advise on action to be taken where appropriate. This may include initiating an investigation and possible disciplinary action.
2. It is anticipated that in most cases where the allegation is made regarding a team manager, official or coach The FA's Safeguarding Children Workshop may be recommended.
3. More serious cases may be referred to the Police and/or Social Services.



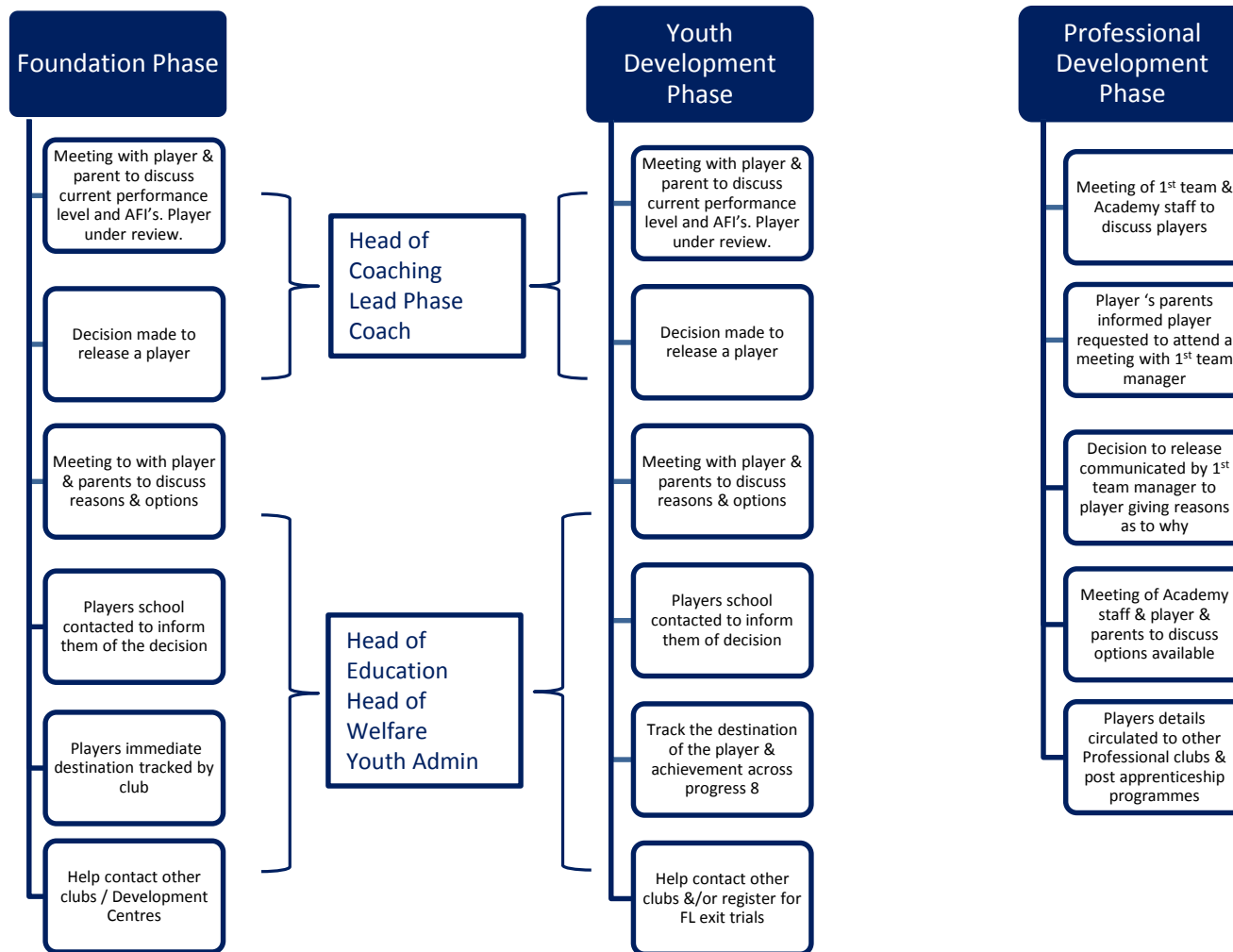
Preston North End (APP)

APP41 Complaint Procedure

Complaints concerning the Academy, on any subject, if not settled verbally by mutual agreement shall be logged and duly addressed.

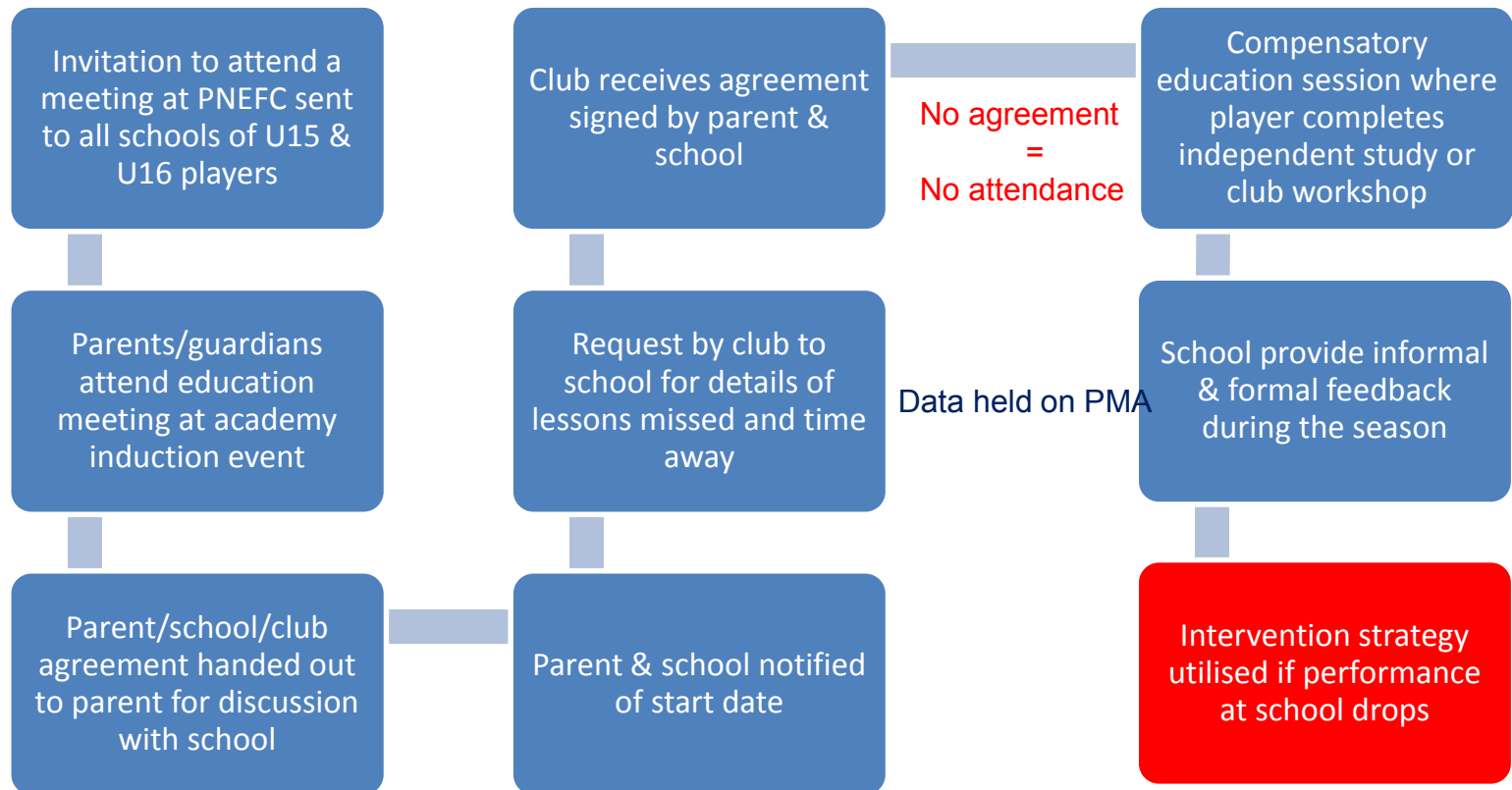


Exit Strategy Per Phase



Preston North End (APP)

APP46 Hybrid Training Model – Day Release



Preston North End (APP)

APP48. Player and Parent Inductions



Players are sent out in the post before they come back for the new season a pack with the following information in:

- Player Details Form
- School Information Letter
- Consent to Photography & Video Analysis
- Consent to Medical attention, Physiotherapy & Rehabilitation
- Code of Conduct for the Player & the Family

This Information is sent out with a pre-paid self addressed envelope for the parents/players to complete and to return asap.

Before the start of the season the Players & Parents are invited to Deepdale for an induction evening. This is held in the Invincibles lounge and the following information is given to the players:

- Vision of Club & Academy
- Club & Academy Philosophy
- Coaching Programme
- Player Review Process (6 & 12 Weekly)
- Relevant Policies & Procedures
- A.O.B.

A copy of the presentation is then emailed to all Players/Parents for their information.



Preston North End (APP)

APP50. Induction of Players



Every effort must be made by members of staff to assist new players in their introduction to the Academy.

When a young player is introduced to the Academy it is mandatory that certain information is obtained before going to train with the Squad. FA Requirements and the Academies own procedures demand that the following process must be adopted.

Part One



It is anticipated that the trialist will then be involved as a normal player; however it is policy that trialists do not retain the match kit during their time at the Academy. It is incumbent upon the Coach to ensure that kit is returned after games.

The coach should make the induction as relaxed as possible and must follow these guidelines:

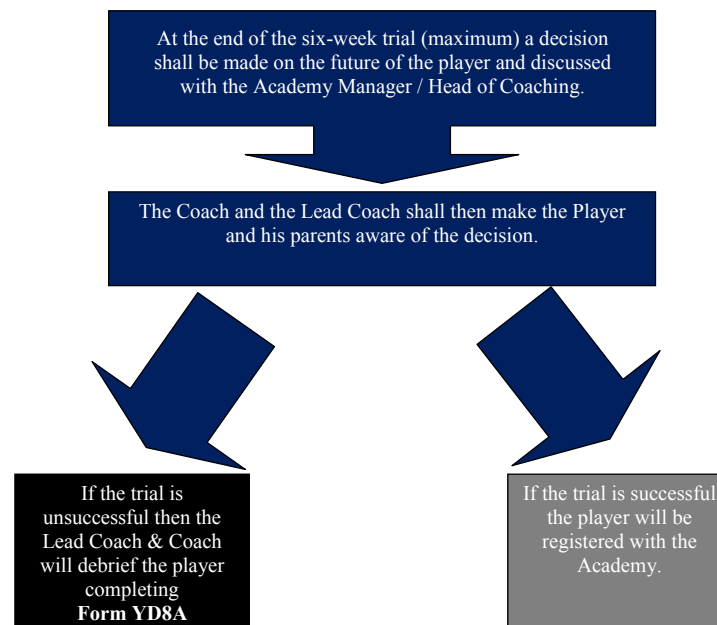
Always be as positive as possible at the first introduction (you never get a second chance of a first impression).

Inform them of the facilities available, toilets, showers, refreshments etc.

Point out fire exits

Confirm and swap names, addresses and telephone numbers.

Part Two



Preston North End (APP)

APP53. Match Access Policy



All players have access to a minimum of one authorised game per week

Players in the Foundation Phase shall, subject to fitness or other unavailability, participate in a minimum of 50% of the playing time in any season of matches.

The academy players playing time should be spread over the season

Players in the Under 12 to Under 14 year age groups shall, subject to fitness or other unavailability, participate in a minimum of 50% of the playing time of matches in the Youth Development Phase games programme.

The academy players playing time should be spread over the season

Players in the Under 15 to Under 16 year age groups shall, subject to fitness or other unavailability, participate in at least a minimum of 20 matches per season (being matches in the Youth Development Phase games programme or other authorised matches as organised by the club).

Participation in a match means at least 50% of the game time

Academy players in the Professional Development Phase are given the opportunity to regularly participate in authorised games each season



Preston North End (APP)

APP54. Game Recording - Documentation



Each age group coach will keep a record of how much game time each player within their age group is getting.

This data is recorded on the PMA and can show the coach each of his players game time on his performance dashboard.

The coach will also record which position the player plays throughout the game and the formation in which the age group plays throughout the game.

The coach will record the score, the goal scorer(s) any discipline concerns and will review players against their learning objectives. They will also make comments around performance in other areas if applicable.

The relevant lead coach will monitor the data to make sure that sufficient game time is being met and the correct support is given to the age group.



Arranging of Academy Games.

1. A phone call is made between the Academies to confirm which teams will play at which venues.
2. The phone call is followed up by a confirmation email which can be viewed on slide 247. Also included in the confirmation email are directions, medical provision, directions to the nearest A&E and the Emergency action plan (APP63).

Morning of the Game

1. The Match day co-ordinator completes the changing room list and allocates the home and visiting teams the required number of changing rooms. They are greeted and welcomed and match formats are explained.
2. The referees are greeted and shown to their changing rooms and their expenses are paid and recorded on the officials expenses form.

Protocol for Coaching Staff

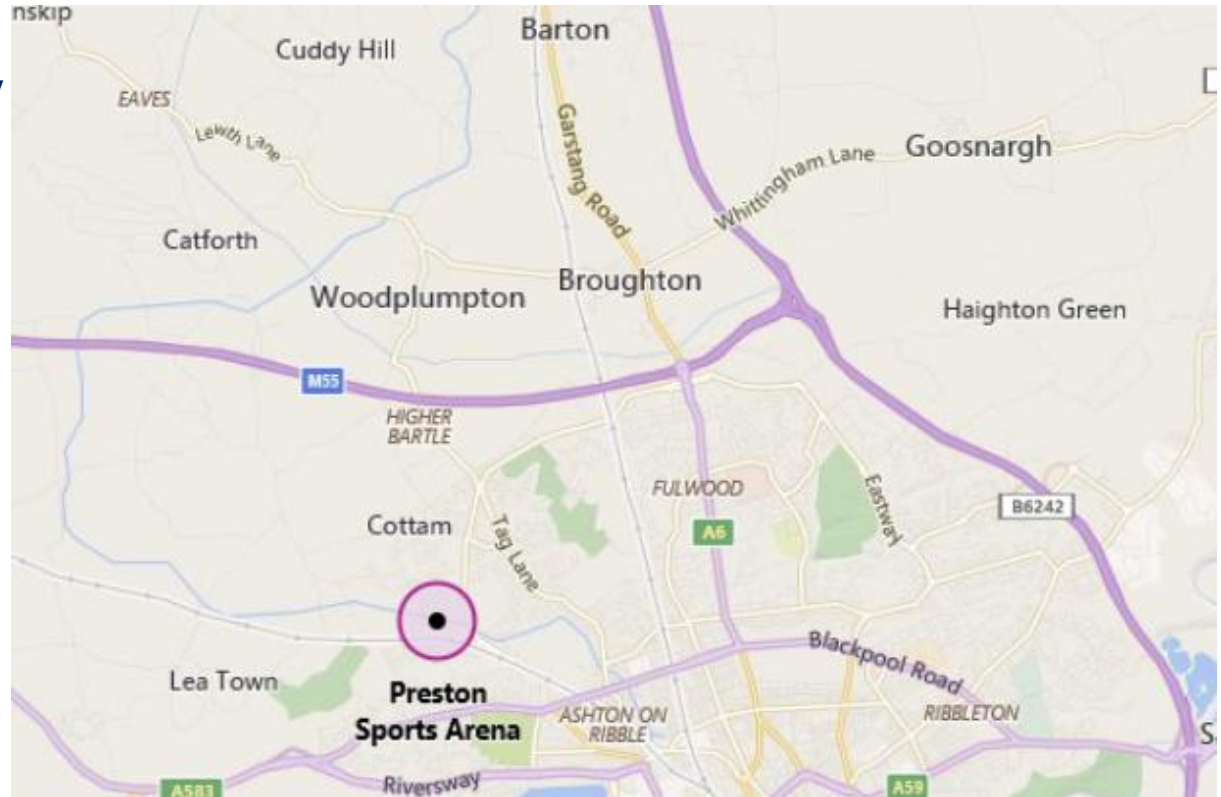
1. Coaches to put onto the walls – Individual Learning Objectives, In-Out of Possession and for the YDP Set Plays.
2. In the changing room the Coaches are to set the scene by using a tactic board or other visuals to demonstrate what is required. A Pre Match Learning Objective is written for all the players on the tactic board so that they can view and re-cap during the game.
3. A warm up is conducted which is related to the warm up of the PDP Phase which prepares the players in the 4 corners.
4. A short re-cap may be given prior to the game to remind individuals or group members of their responsibilities.
5. At Half time comments related to the learning objectives and other areas of importance are brought to the players attention being mindful of not overloading the team/individuals with too much information.
6. At the end of the game a de-brief is given related to the learning objectives, the players are asked to reflect on their own performance and look to areas to develop.
7. A cool down is performed to return the players bodies to a resting state.
8. Players are then supervised whilst in the dressing room and are allowed to go when ready.

Preston North End Academy

Directions

Preston North End Academy
Uclan Sports Arena
Tom Benson Way
Cottam
Preston
PR2 1SG

Uclan Reception
01772 761000



To get to the Uclan Sports Arena use J32 of the M6 and follow the slip road A6 to Preston. Take immediate left turn signposted Uclan Sports Arena (Preston Sports Arena) also Ingol, Cottam. The Uclan Sports Arena is then signed all the way along the B6241 and is approx. 2 miles from the M6.

- There will be a Chartered Physiotherapist and a team of Sports Therapy Students on site during the Academy Games Programme.
- The Physiotherapist will be located centrally to all of the fixtures at PNE Pavilion with all emergency equipment and will be pointed out to you by the coaching staff prior to the game. PNE Coaching Staff can contact PT if requiring medical assistance (07792 287 917)
- A Defibrillator will be located with PNE Physiotherapist at PNE Pavilion as well as UCLan having access to one via their Main Reception and West Changing Facilities and an Academy Procedure on serious life threatening situations can be seen on slide 5.
- PNE Physiotherapist will acutely manage your player and their symptoms whilst offering initial management advice. Your player will be suggested to be reviewed by your club's Physiotherapist prior to returning to training.
- A Medical Room is available upon request to able treatment to an injured player.
- The nearest A & E is the Royal Preston Hospital with directions & Map on slide 250.

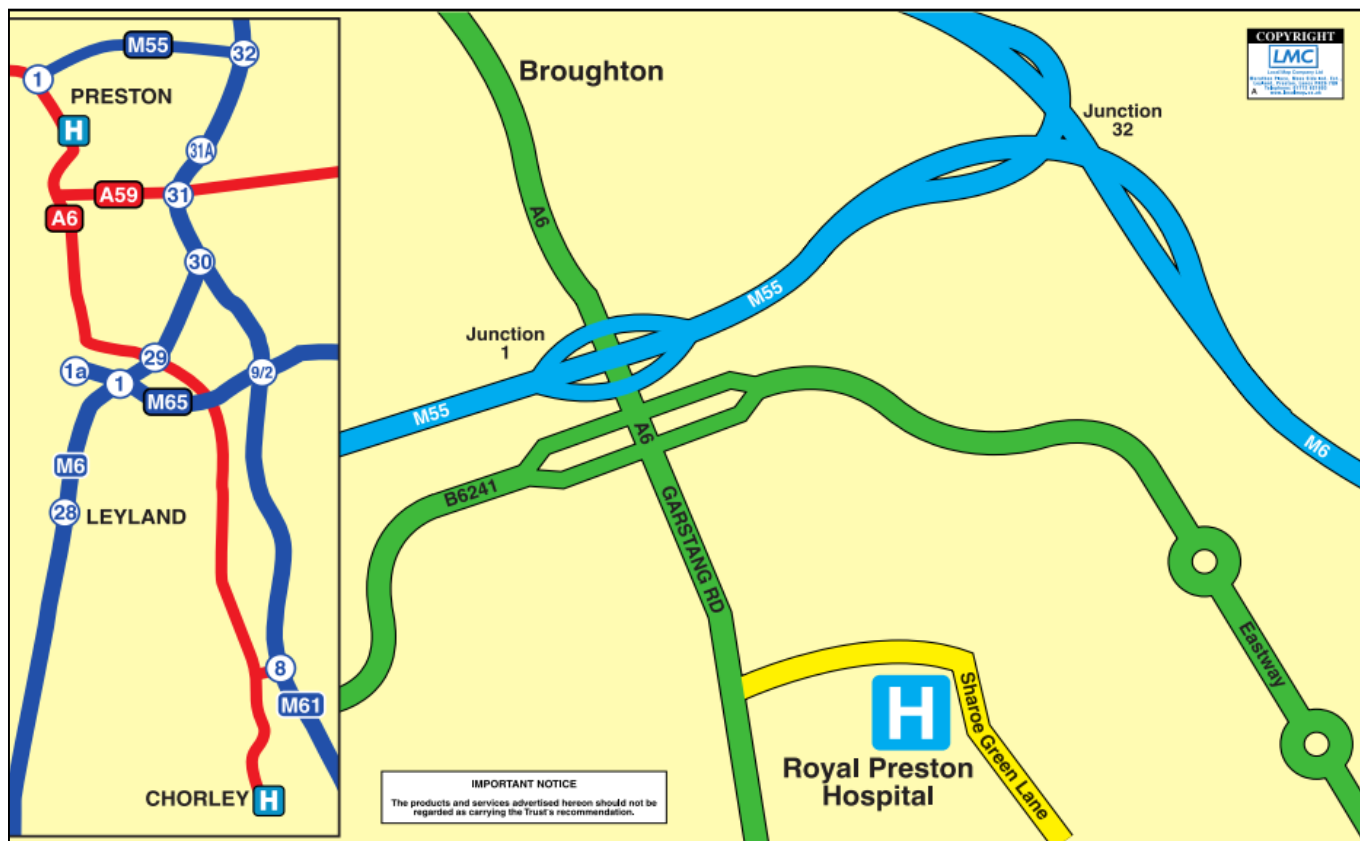
Preston North End Academy

A & E Directions



Royal Preston Hospital
Sharoe Green Lane
Fulwood
Preston
Lancs
PR2 9HT

Tel: 01772 716565



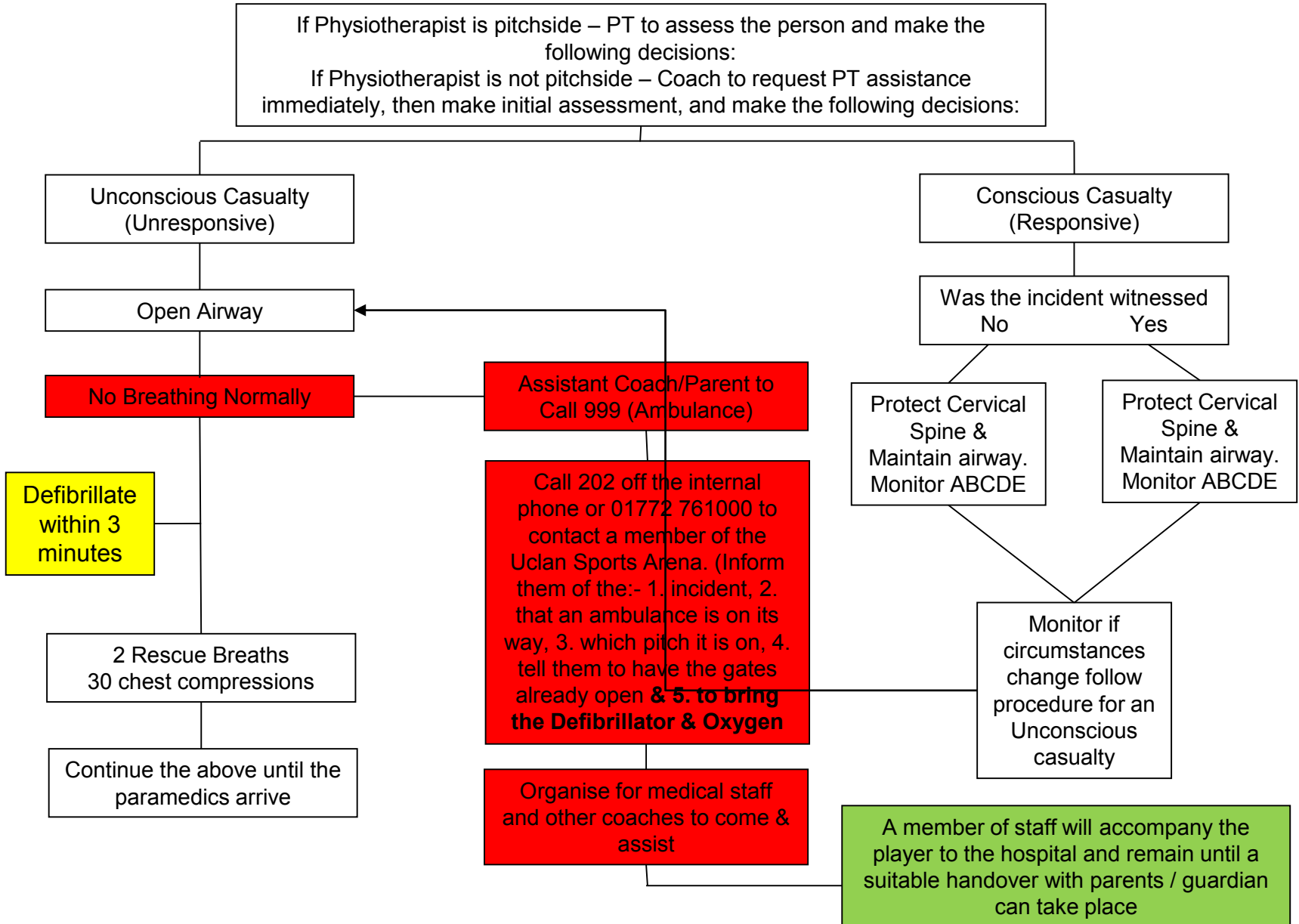
From the M6 motorway

Junction 32 off the M6. Turn left off the slip-road onto the A6 Garstang Road, heading towards Preston.
At the second major set of traffic lights turn left into Sharoe Green Lane. The main entrance to Royal Preston Hospital is 200yds on the right.



Preston North End (APP)

APP63. Procedure dealing with potential life threatening incidents & in need of an Ambulance



Preston North End (APP)

APP59. Reporting Injuries Foundation & Youth Development Phase



Any players that need to make an appointment to see the physio **must** contact The Academy Physio (see details below) at the earliest opportunity with a description of the injury.

Academy Physio: Tim Horn

Contact number: 07792 287917

Contact Email Address: academyphysio@pne.com

An appointment time with the physio will then be given either on a Wednesday or Friday Evening. A Physiotherapist will be present at all training sessions and games for assessment, advice and rehabilitation if required. *Assessments and treatment will be done at Preston Sports Arena..*

It is important to note that only players (injured prior to training / games) who have made an appointment will be assessed.



Preston North End (APP)

APP59. Reporting Injuries Foundation & Youth Development Phase



Match Day

If you are injured playing away you must report your injury: (See contact details below)

Academy Physio: Tim Horn

Contact number: 07792 287917

Contact Email Address: academyphysio@pne.com

Injuries must be reported between 1pm and 2.30pm on the day of the game. An appointment will be made for the injury clinic on the Wednesday or Friday evening, where you will be assessed, treated and given further appointments.

It is very important that you put ice on the injury every 2 hours for 15 minutes, while you are waiting to hear from the physiotherapist. This will significantly reduce the swelling around the site of the injury.

NB. For all head injuries do not follow these guidelines as these should be immediately reported to your coach.

If you are injured playing at home, a PNE physiotherapist will see you and give you treatment advice and then you must report your injury (See contact details below)

Academy Physio: Tim Horn

Contact number: 07792 287917

Contact Email Address: academyphysio@pne.com

Injuries must be reported between 1pm and 2.30pm on the day of the game. An appointment will be made for the injury clinic on the Wednesday or Friday evening, where you will be assessed, treated and given further appointments.

Please note. If you attend the next training session after a game with an injury that you have not reported you will not be seen. As a result you will not be able to play in the game at the weekend and will see the Academy Physio on the following Wednesday.



Preston North End (APP)

APP59. Reporting Injuries Foundation & Youth Development Phase



Training night

If you are injured at training you must always report your injury to your coach and the physiotherapist. The physio will assess you, give you treatment advice and arrange an appointment for you at the injury clinic on a Wednesday or Friday evening if required. Under no circumstances should you go home without seeing the physiotherapist.

Other

If you have been injured at school or any other time away from Preston North End FC you must report your injury: (See contact details below)

Academy Physio: Tim Horn

Contact number: 07792 287917

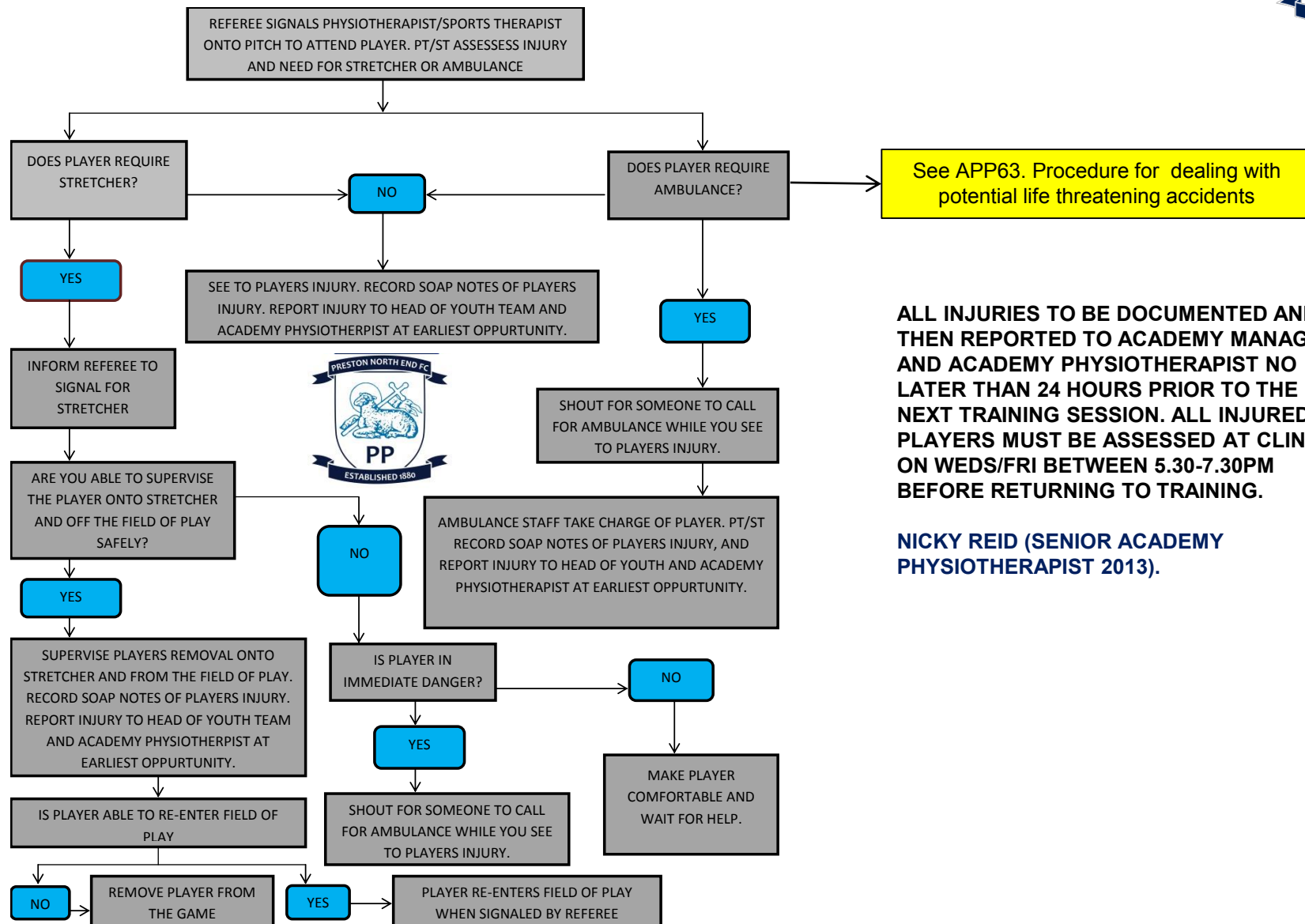
Contact Email Address: academyphysio@pne.com

An appointment will be made for the injury clinic on the Wednesday or Friday evening, where you will be assessed, treated and given further appointments.

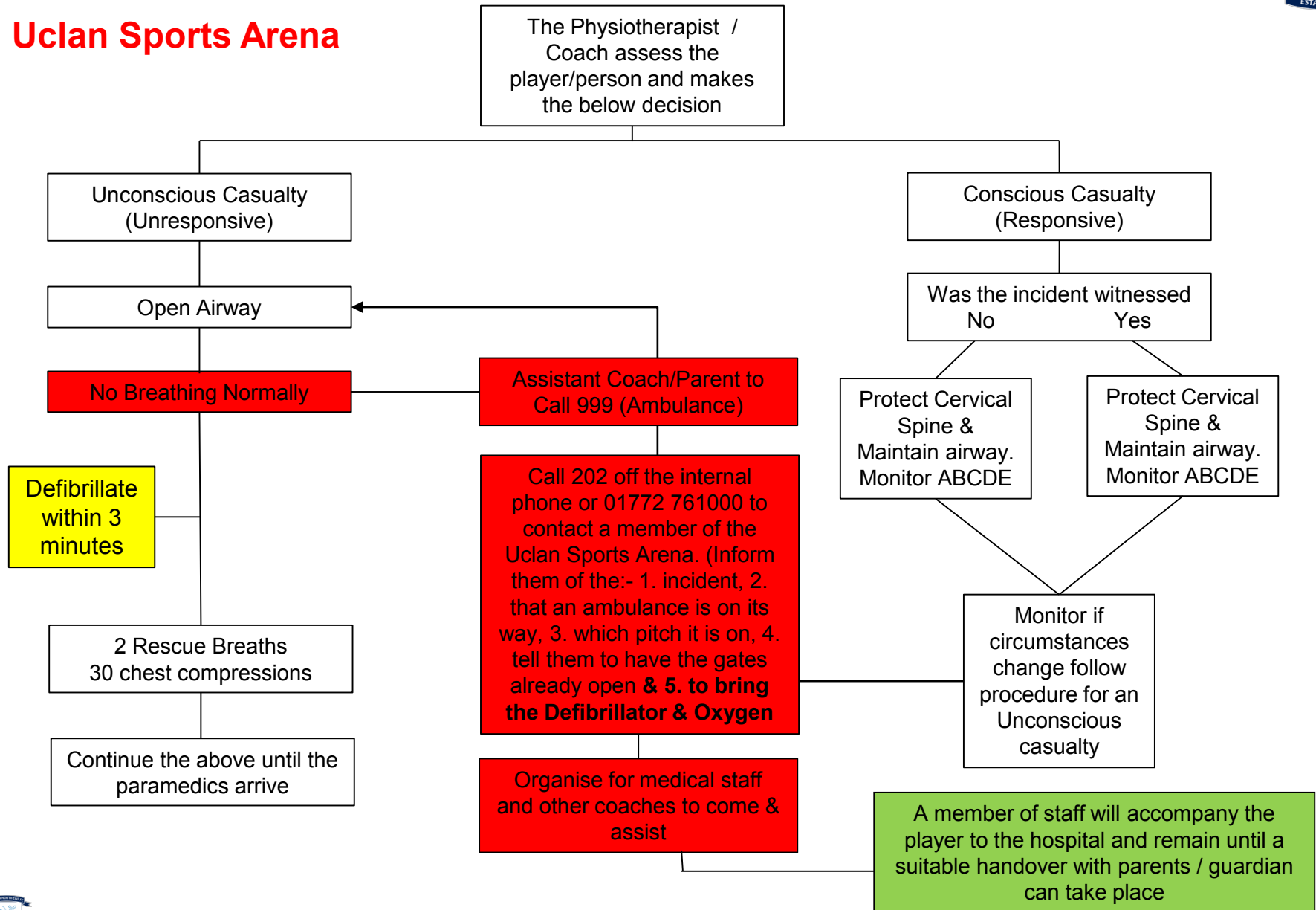


Preston North End (APP)

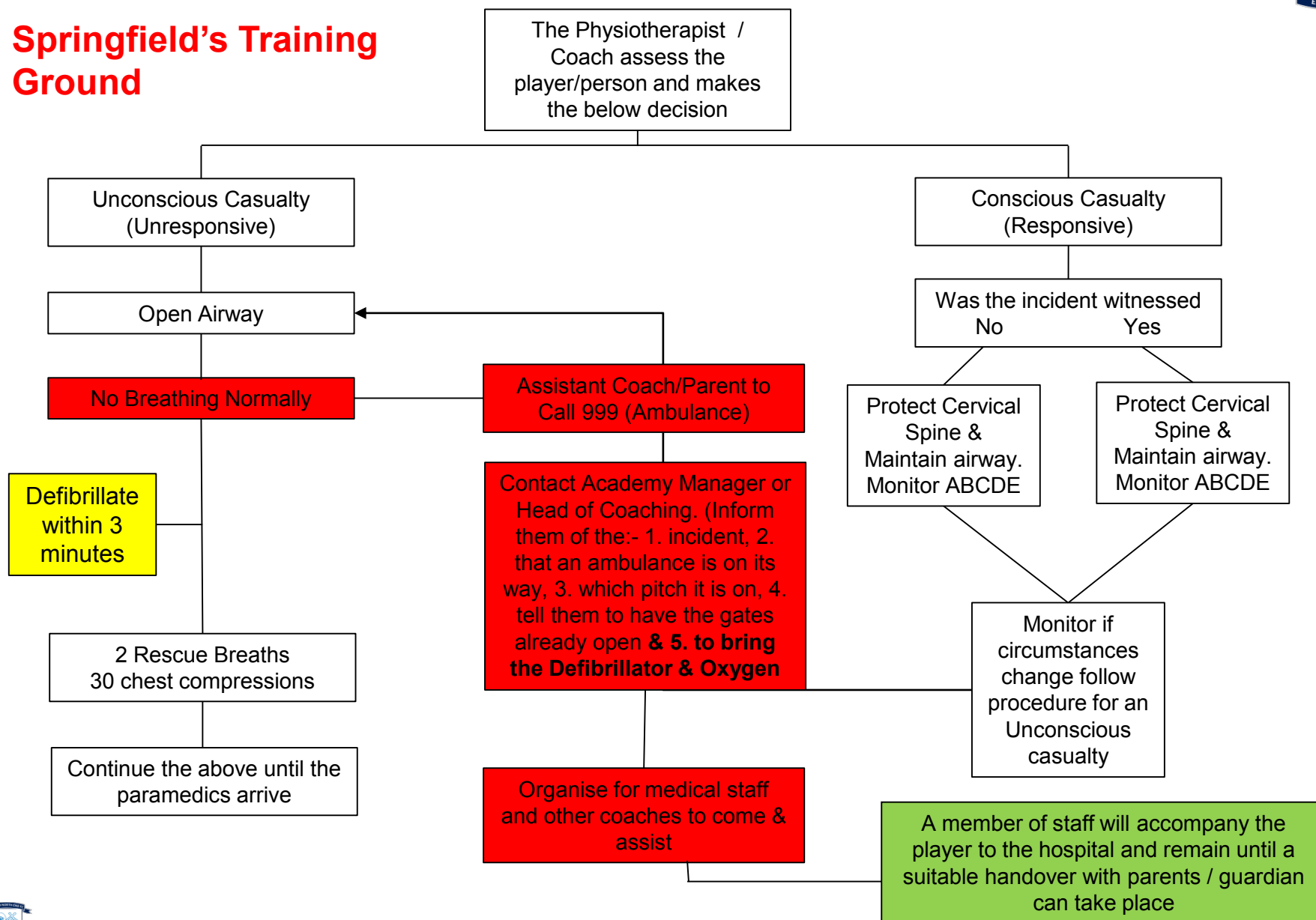
APP63. Procedure for the removal of injured academy players from the field of play



Uclan Sports Arena



Springfield's Training Ground



Preston North End (APP)

APP68. Recording of Player Performance



All performance is recorded on the PMA system. The data in which is recorded is as below:

1. Attendance which will provide data on Minutes of Training/Match Play.
 - This will then provide a breakdown of the specific training data (technical, tactical, physical & psychological.) The PMA also breaks this down further e.g. how many minutes spent defending 1v1 etc...
 - Coaches use this to reflect on and evaluate training also
2. Players will log on (using their unique login) to the PMA weekly to:
 - review, reflect on and grade their weekly performance
 - set, review and adapt their learning objectives
 - comment and reflect on training and matches
3. Coaches will also review the players learning objectives for the training and games programme providing a comment and a grade from 1-10 (A Grading System has been provided to all coaches to aid with consistency)
4. Comments will also be made relating to the Performance of the players within the Sports Science programme and also how he is progressing in his education.
5. Coaches will review each six weeks how players are performing against their phase learning objectives. There will be an opportunity for players and parents to reflect, comment and grade their own performances also.
6. Bi-Annual and Annual reports are also created, interactive and shared with player and parents.



Preston North End (APP)

APP77. Player Recruitment Philosophy



Here at Preston North End we are looking to recruit young talented players who fit into the Academies footballing philosophy. We will look to develop a network of scouts who can identify local talent but also to create a network of scouts or contacts to be able to recruit from further afield (England, Ireland, Scotland, Wales, Australia etc..)

Preston North End will recruit talented footballers regardless of size & maturation knowing that with time and guidance the young players will have the opportunity of realizing his dream. We regularly keep a check on the birth dates of our young footballers and we use this information as below:

1. When deciding on future playing positions

When being concerned about the player's performance/physique progress (Is he the youngest?)

2. Recognizing when a young player is or about to enter their growth spurt.

3. This information can be viewed in the Birth Dates PowerPoint Presentation or by viewing the individuals medical files.

We believe that through a comprehensive coaching curriculum we can assist to develop the young player in the '4 corners' of long term player development which in the long term will enhance the young players ability and give him a chance of progressing towards the 1st team.



- The function of a Scout is to identify to his Club players with whom his Club may wish to enter into negotiations with a view to securing their registration. Scouts are not themselves entitled to enter into any such negotiations nor are they able to make promises to or offer inducements to any players whom they approach.
- Scouts are employed by and represent their Clubs and are Official within the meaning of the Rules of the F.A. Premier League by which they are bound.
- Scouts must therefore be familiar with the Rules associated within Youth Development. They must maintain an awareness of and at all times comply with the Rules setting out circumstances in which their Club may make an approach to a player or student (as defined in the Rules) whose registration is held by another Club.
- When acting in the course of his duties a Scout shall at all times carry the formal means of identification issued to him by his Club and shall produce the same upon demand.
- Scouts are responsible for the conduct of their contacts and shall be liable for any act of omission by a contact which constitutes a breach of the rules.
- Scouts shall conduct themselves in a manner befitting their role as Officials of their Clubs and shall take all possible steps to promote the reputation of the game of association football and to prevent it being brought into dispute.
- A Scout shall forthwith disclose to his Club the nature and extent of any direct or indirect interest he may have in any transaction or agreement involving his Club and he shall account to his Club for any benefit which either directly or indirectly he derives there from.
- A Scout shall conduct himself at all times in an ethical and Professional manner and shall observe the highest standards of integrity and fair dealing.
- Scouts must identify young talent who can fit into the Academy's way of playing. Therefore the Scout must have a good knowledge of the Academy's Philosophy.

All Scouts are directly responsible to the Head of Recruitment.

Preston North End (APP)

APP81. Recruitment Structure

The structure of the Scouting network is illustrated on page 11. It identifies where the Academy will look to recruit the talent which will supply the Academy set up in future years.

Initially the Scouting network will start locally and as it grows will develop into other areas (see Diagram a).

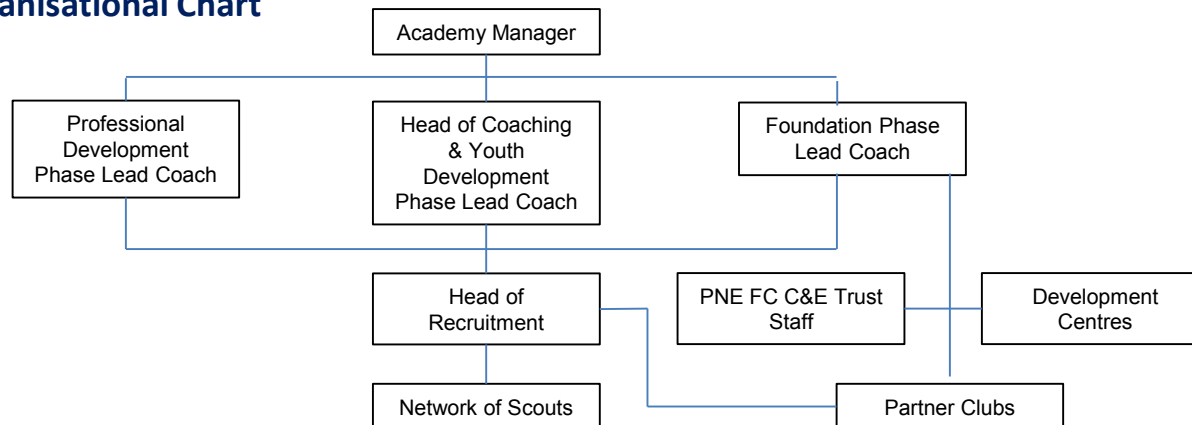
All sections of the recruitment network will report its findings to the Recruitment Co-ordinator. He then will report his findings following the correct protocol.

Due to the Scouts working on a voluntary basis, it is important that we maintain a high level of Professionalism and Enthusiasm to be able to recruit the best local talent. To do this, a suitable Bonus structure would be put into place so that the Scout would be rewarded for identifying players of the required standard. They would only be rewarded if the Player signs as a Youth Player / Professional / makes a competitive 1st Team Debut / gets a Call up to the International Squad.

Every person who is involved in the recruiting of young players of our Football Club must adhere to our Code of Conduct. They will all receive an identification badge which must be shown on request.

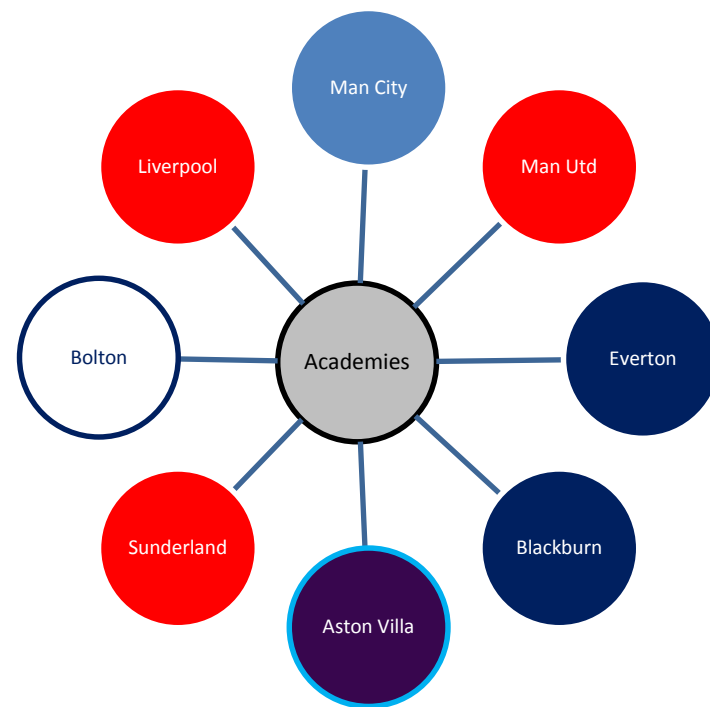
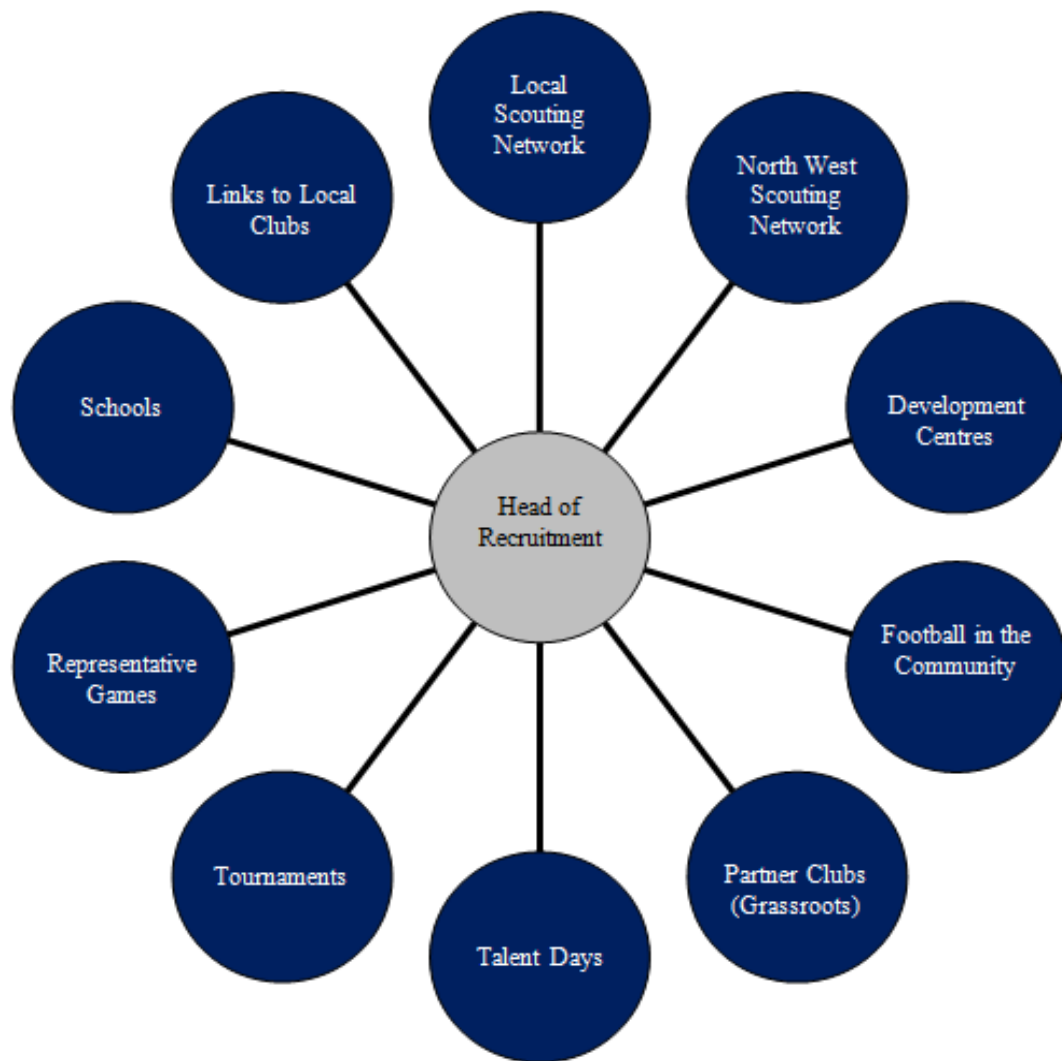
The Recruitment structure is the most important aspect of the Academy as they are the first contact point of the potential signing. Standards have to be High. You never get a 2nd chance to make a good 1st impression

Recruitment Organisational Chart



Preston North End (APP)

APP83. Talent Identification Breakdown



Preston North End (APP)

Structure of the Pre-Academy & Development Centres



Pre-Academy & Development Centres are there to create an opportunity for young hopefuls to come and learn skills which will develop their footballing abilities.

Not only does it create a positive impression of the Youth Academy in the local community it also gives our coaching / scouting staff the ideal chance to recruit players. This also allows an entrance & exit route for players who have been identified as potential signings or releases.

To attend a Development Centre involves a course fee which covers the cost of the course. This means the Development Centre courses are self funding.

Advertising for Courses:



Structure of Pre-Academy & Development Centre

Time / Day	Wednesday	Friday	Venue
4.30pm – 5.30pm	Pre-Academy	Pre-Academy	Uclan
5.30pm – 6.30pm	Pre-Academy	Pre-Academy	Uclan
6.30pm – 7.30pm	N/A	Development Centre	Uclan

Preston North End (APP)

Preston North End
Pre-Academy &
Development Centre



After a period of time the standard of player attending the Pre-Academy & Development Centres will start to improve.

This will allow players to move in both directions. For example, if a player is of the required standard, he will progress up and if the Academy player isn't progressing in his development then he can use the development centre as an exit pathway where he will be offered the opportunity to be continually monitored and receive a high standard of coaching.



Preston North End (APP)

Pre-Academy & Development Centre Philosophy

‘To produce players that will play and succeed in first team football at Preston North End FC’

- To Educate all young players who attend the Development Centres in the same way as the registered Academy players. Utilising the same Football philosophy, coaching styles, Language and interventions.
- To create an enjoyable learning environment and development programme that shares the values and vision of the club and the first team.
- To combine a unique culture of honesty, excellence, pride and unity.
- To maintain and continually improve a programme that “nurtures” young players to achieve their maximum potential throughout the Youth Development structure.

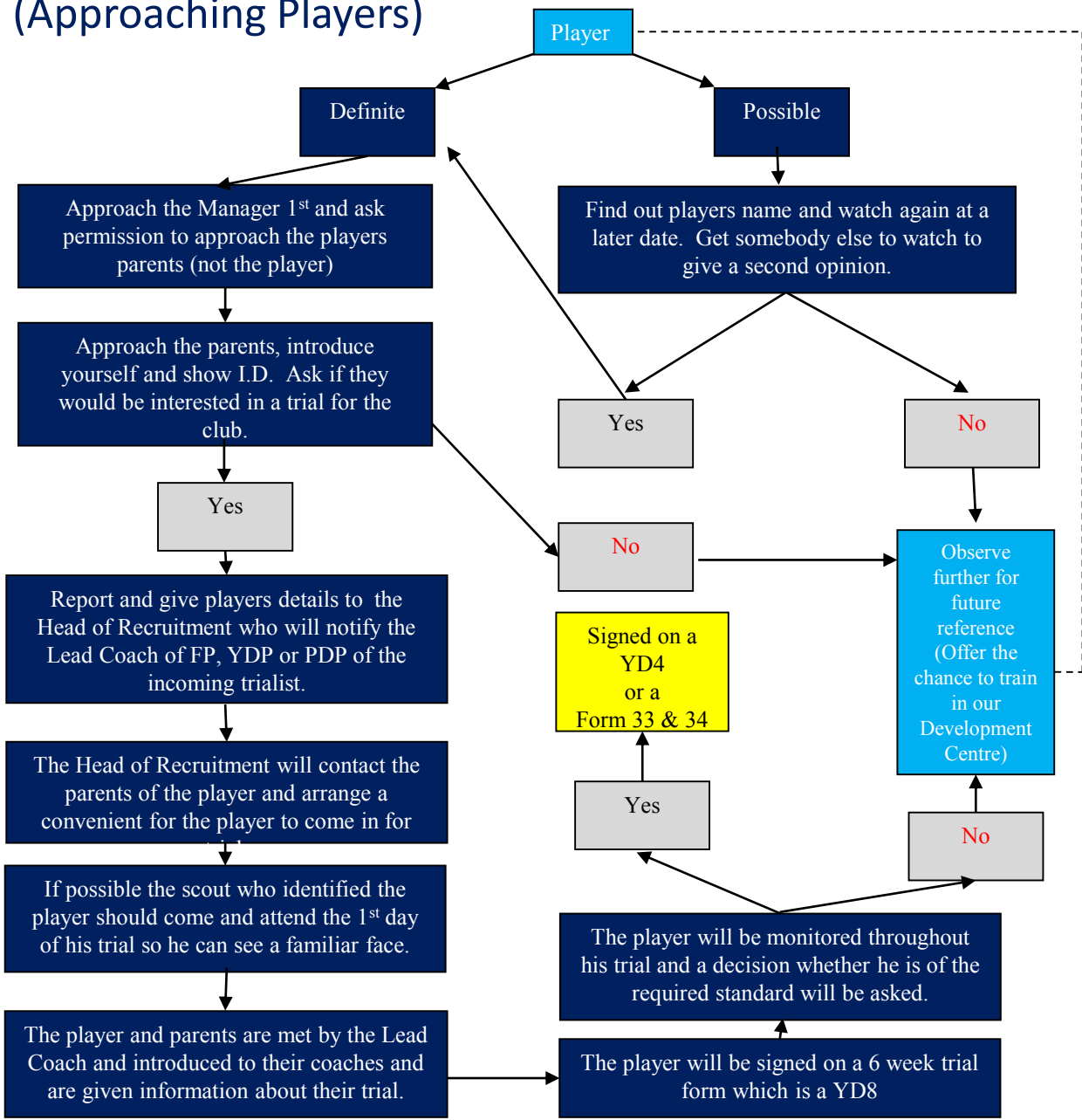
Scouting Protocol



Scouts Protocol (Approach Players)
Talent I.D. Forms
Reporting & Inducting of Players
Reporting of Players (Partner Clubs)

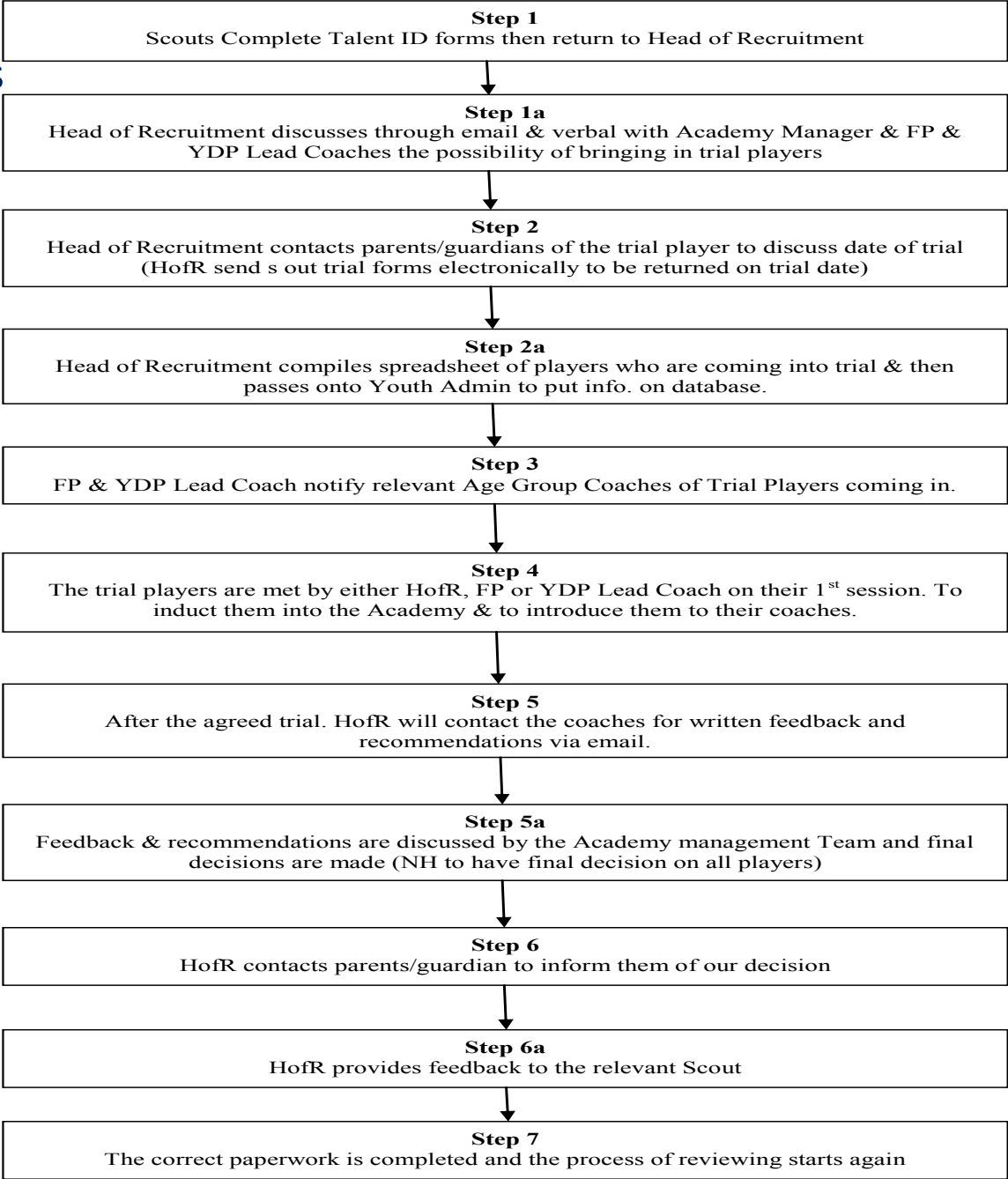
Preston North End (APP)

Scouts Protocol (Approaching Players)





Reporting & Inducting of Trial Players



Preston North End (APP)

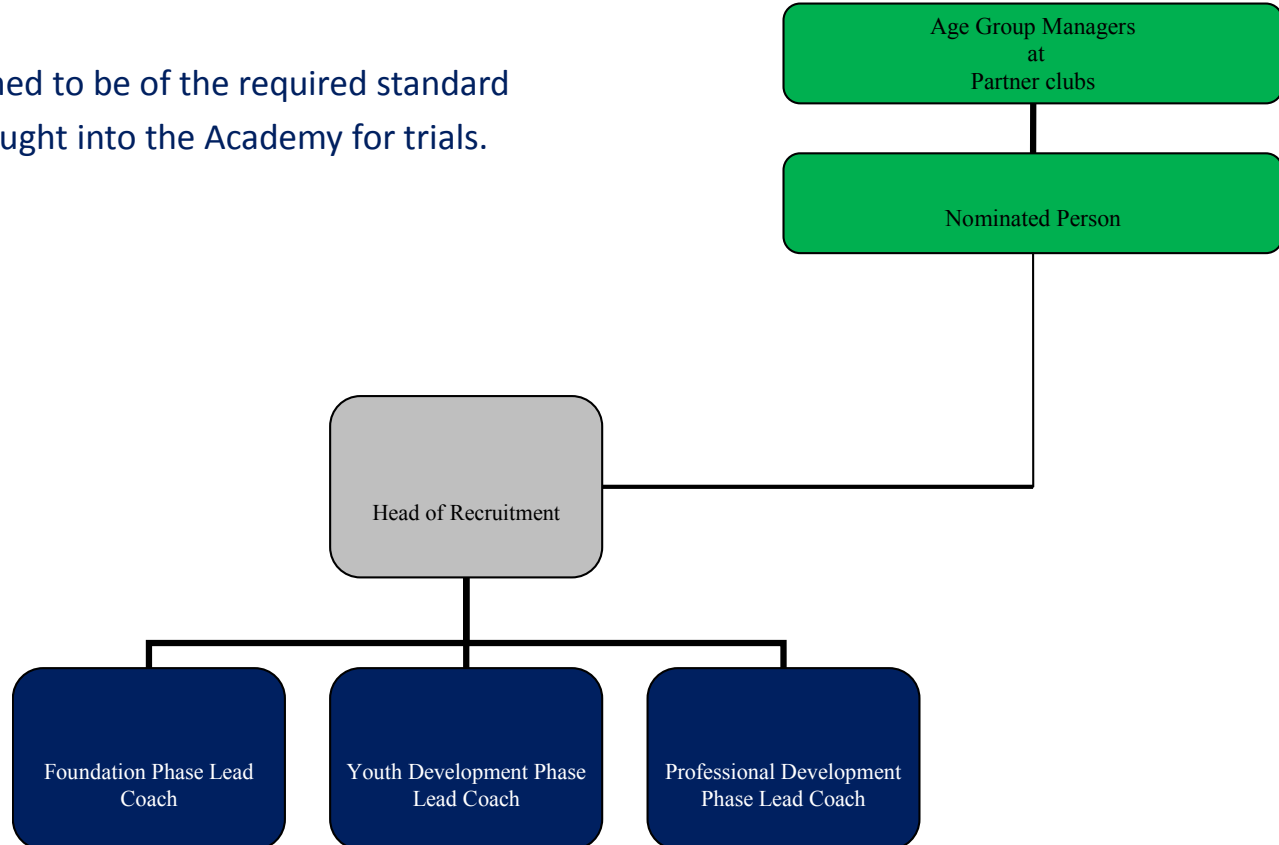
Reporting of Players

Each Club would have a nominated person.

After each game the manager of each squad would report to the nominated person with the players name, position, appearance & club of a player in which they think is of the required standard.

The nominated person would then report to Head of Recruitment who would then notify the Scout in that area to go and look further at the player.

If the player is deemed to be of the required standard then he shall be brought into the Academy for trials.



Preston North End (APP)

APP90. Scouting Policy for visiting Scouts and intermediaries

INTERMEDIARY POLICY

Policy Statement

As a professional football club recruiting and developing the very best talent, Preston North End FC (the “Club”) recognises the important role that intermediaries play in the lives of players and their families. The Club are committed to developing and maintaining appropriate and positive relationships with intermediaries to ensure that players are fairly treated and optimise their potential.

What We Will Do

The Club is fully aware of and committed to upholding the Football Association (FA) Regulations on Working with Intermediaries which govern the conduct of Intermediaries in England. The Club expects that any individual representing a player or his family will operate in accordance with the Intermediaries Regulations and, where any breach of these Regs has taken place or is suspected to have taken place, the Club reserves the right to respond accordingly. The Club are aware of all FA Registered Intermediaries and in particular those who are authorised to represent minors.

The following regulations are particularly relevant to the activities of the Clubs Academy:

B8 An Intermediary must not, either directly or indirectly, make any approach to, or enter into any agreement with, a Player in relation to any Intermediary Activity before the 1st day in January of the year of the Player’s sixteenth birthday

In respect of players who are old enough to engage intermediaries but have not yet reached their 18th birthday, the Club will endeavour to continue to work closely with the player’s parents and/or guardians and expects that any intermediary appointed by the player will respect this decision and will do the same.

In addition, order to implement this policy, the Club is committed to:

- maintaining an “open door” policy for intermediaries, to the extent that they are operating in compliance with the Intermediaries

Regulations;

- keeping up to date with the FA Regulations on Working with Intermediaries and official guidance in relation to intermediaries;
- delivering an annual programme of education and awareness to players, parents and staff;
- encouraging and maintaining open channels of communication with players, parents and intermediaries;
- communicating a clear set of behavioural expectations to any individual or company acting as an agent; and
- reporting concerns regarding the behaviour of intermediaries to the FA.

Preston North End (APP)

APP90. Scouting Policy for visiting Scouts and intermediaries

Our Expectations: Intermediaries

We expect all Intermediaries who interact with the Club to:

1. Operate in an open and transparent fashion in all matters that involve Preston North End FC, its players and potential players;
2. Act in accordance with the Clubs Safeguarding Policy (http://www.pnefc.net/team/academy_policies/) in respect of players who are under 18 years old;
3. Act in accordance with Intermediaries Regs at all times, including refraining from:
 - a. making improper contact with players prior to 1st January in the year of their 16th birthday; and
 - b. offering gifts and inducements to players to engage their services
4. Treat the player, their family and the Club in a fair and reasonable manner; and
5. Act at all times in the spirit of this Club policy

Should you have any questions relating to this club policy, please speak to a member of Club Management. For further information on Intermediaries Regs, contact the FA hotline of 0844 980 8213 or visit the FA regulations micro-site: <http://www.thefa.com/football-rules->

Preston North End (APP)

APP93. Facilities



Preston North End Academy train at the Preston Sports Arena which is situated in Cottam just outside the Centre of the City. The facility has :

7 Full Size Grass Pitches

U18 Pitch Exclusive to, and maintained by PNE

Pavilion (Office & Changing Rooms) Exclusive to PNE

1 Full Size 3G Pitch w Floodlights

3 SSG Grass Pitches

2 Full Size Astroturf Pitches

1 7 a-side Astroturf Pitch

6 5-a-side Astroturf Pitches

Indoor Astroturf Pitch

An 8 Lane Athletics Track

Cardiovascular Suite

Strength & Conditioning Suite

Meeting Room

Parents Lounge

Changing Rooms



**Designated
Goalkeeper Area**



Preston North End (APP)

APP93. Facilities continued



Pitch Sizes pictures of barn, meeting room, conditioning room etc...



Indoor Astro Turf



Meeting Room



Changing Room



Changing Rooms



Full Size 3G Pitch

Facility	Amount	Venue
Full Size Grass Pitches	2	Springfield's
Full Size Grass Pitches	4	Preston Sports Arena
Full Size 3G Football Pitch	1	Preston Sports Arena
Full Size Astro Turf Pitches	2	Preston Sports Arena
7 a-side Astro Turf Grids 30x50	1	Preston Sports Arena
5 a-side Astro Turf Grids 20x30	6	Preston Sports Arena
Indoor Astroturf Pitch 20x30	1	Preston Sports Arena
Conditioning Room	2	Preston Sports Arena & Springfield's
Cardio Rooms	2	Preston Sports Arena & Springfield's
Changing Facilities	1 Per Age Group	Preston Sports Arena
Meeting Room (20+ People)	1	Preston Sports Arena
Parents Lounge	1	Preston Sports Arena
Indoor Wooden Pitch	1	Prestons College



Preston North End Academy

APP94. Risk Assessment Form



Venue	Preston Sports Arena
Name & Position of Person completing the Check	Nick Harrison (Academy Manager)
Date of Check	01/05/2017

Playing/training area

Check that the area and surroundings are safe and free from obstacles.

Is the area fit and appropriate for activity? (e.g. check floor, roof leaks, lighting, heating, security and welfare arrangements). Yes ☒ No ☐

(If no, please outline the hazard, who may be at risk and action taken, if any.)

Equipment

Check that it is fit and sound for activity and suitable for age group/ability.

Is the equipment safe and appropriate for activity?

(e.g. check there is no equipment left from other activities or obstructions left in the sporting area. Yes ☒ No ☐

(If no, please outline the hazard, who may be at risk and action taken, if any.)

Coaches to make sure that goals are weighted down by the handbag weights provided (where applicable)



Preston North End Academy

APP94. Risk Assessment Form



Emergency points

Check that emergency vehicles can access facilities, and that a working telephone is available with access to emergency numbers.

Are emergency access points checked and operational? Yes ☒ No ☐

(If no, please outline the issues and action taken, if any.)

Is a working telephone available?

Yes ☒

No ☐

(If no, please outline the issues and action taken, if any.)

Phone in the pavilion needs to be fixed (SD has spoken to Neil Cottam about this. Follow up at facilities meeting.

Safety information

Check that evacuation procedures are published and posted somewhere for all to see. Ensure that volunteers and staff have access to information relating to health and safety.

Are emergency procedures published and accessible to those with responsibility for sessions in the club?

Yes ☒

No ☐

(If no, please outline what information is missing and action taken, if any.)

Does the club need to take any further action? Yes ☐ No ☒ (If yes, please specify.)

Name: Nick Harrison (Academy Manager) **Signed:**

Date: 01/07/2015

N.B. A new risk assessment form should be completed at the start of each season, to ensure you cover the club should the incident happen again, and any resultant changes made to the club's code of practice.



Preston North End Academy

APP94. Risk Assessment Form



Venue	Springfields Training Ground
Name & Position of Person completing the Check	Nick Harrison (Academy Manager)
Date of Check	01/05/2017

Playing/training area

Check that the area and surroundings are safe and free from obstacles.

Is the area fit and appropriate for activity? (e.g. check floor, roof leaks, lighting, heating, security and welfare arrangements). Yes ☒ No ☐

(If no, please outline the hazard, who may be at risk and action taken, if any.)

Equipment

Check that it is fit and sound for activity and suitable for age group/ability.

Is the equipment safe and appropriate for activity?

(e.g. check there is no equipment left from other activities or obstructions left in the sporting area. Yes ☒ No ☐

(If no, please outline the hazard, who may be at risk and action taken, if any.)



Preston North End Academy

APP94. Risk Assessment Form



Emergency points

Check that emergency vehicles can access facilities, and that a working telephone is available with access to emergency numbers.

Are emergency access points checked and operational? **Yes** ☒ **No** ☐

(If no, please outline the issues and action taken, if any.)

Is a working telephone available?

Yes ☒

No ☐

(If no, please outline the issues and action taken, if any.)

Safety information

Check that evacuation procedures are published and posted somewhere for all to see. Ensure that volunteers and staff have access to information relating to health and safety.

Are emergency procedures published and accessible to those with responsibility for sessions in the club?

Yes ☒

No ☐

(If no, please outline what information is missing and action taken, if any.)

Does the club need to take any further action? **Yes** ☐ **No** ☒ (If yes, please specify.)

Name: Nick Harrison (Academy Manager) **Signed:**

Date: 01/05/2017

N.B. A new risk assessment form should be completed at the start of each season, to ensure you cover the club should the incident happen again, and any resultant changes made to the club's code of practice.



Preston North End (APP)

APP110. Academy Productivity



‘To produce players that will play and succeed in first team football at Preston North End FC’

