



**ENGLAND
HOCKEY**

TALENT ACADEMY FRAMEWORK



**TALENT
ACADEMY**

NOVEMBER 2021

This resource is designed to provide a good indication about the requirements to deliver a Talent Academy. Updated versions may be published if required.
Feedback is welcomed by emailing talent@englandhockey.co.uk

1. LEADERSHIP & GOVERNANCE

SUB-CATEGORY	TALENT ACADEMY FRAMEWORK	TALENT ACADEMY MINIMUM VIABLE CRITERIA	TALENT ACADEMY 3 YEAR (2025) REQUIREMENT	CLUB MARK	TALENT ACADEMY MVC	TALENT ACADEMY (IN 3 YEARS)
1.1 Vision and Strategy	CML1: Plan for the future of the club (for example development plan, needs analysis, SWOT analysis, action plan, etc).	Fully meets the requirement	As MVC	✓		
	TA: The host will have a clear vision and strategy for the development of the Talent Academy and its supporting infrastructure aligned to the Talent Academy Framework/England Hockey guidelines.	The host has a vision, strategy and supporting infrastructure for the Talent Academy and how it will be integrated into the wider entity and engage with stakeholders.	Fully meets the requirement. After three years, there is a history of the Talent Academy consistently progressing led in line with this vision and strategy, especially behaviours aligned to the healthy talent development culture principles and exceptional player development.		✓	✓
1.2 Compliance	CML6: The club delivers sessions in a safe environment that complies with legal requirements.	Fully meets the requirement, any part of a 'multi-entity host' must be affiliated to England Hockey and comply with all governance requirements.	As MVC	✓		
	CML7: The club is affiliated to England Hockey.			✓		
	CML8: The club has an appropriate level of insurance.			✓		
	TA: There are risk assessments (and evidence of) for all junior sessions. These cover all relevant delivery areas e.g. training, registers, drop-off/collection of players etc TA: Deliver the Talent Academy in accordance with the terms set out in the Service Level Agreement and Partnership Agreement with England Hockey. Signed Partnership agreement agreed by the Chair or delegate of the host club.				✓	
1.3 Training	CMP13: All people that work regularly with young people have completed appropriate safeguarding training and update this training at recommended intervals.	Fully meets the requirement.	As MVC	✓		
	TA: A safeguarding matrix is maintained, setting out what level of training is required for each role which involves working with young people, and when the postholder last completed the requisite training.				✓	
1.4 Governance Structures	CML2: The club has a transparent constitution with a dissolution clause and clear purpose in line with England Hockey recommendations (constitution etc).	Fully meets the requirement.	As MVC	✓		
1.5 Leadership	CML4: The club is governed by a committee who face regular election, following which they meet regularly, with decision making recorded and communicated to members.	Fully meets the requirement; there are multiple potential structures e.g. (a) Host which is also accredited as a Talent Centre (b) Host doesn't have a Talent Foundations programme but clear links with Talent Centre clubs such as a university model (c) Joint hosts between two clubs - must be management board responsible for overall Talent Academy, not as an example one club hosting girls and one boys independently	In addition to fully meeting the requirement, evidence of review against the skills matrix and on-going development, especially talent development knowledge and skills within the leadership group.	✓		
	CML9: The club committee is structured based on the requirements, skills and diversity of the club. At least 3 members are unrelated or non-cohabiting and conflicts of interests are recognised and managed by the chair and recorded.			✓		
	TA: The host will have a Talent Academy management committee responsible for all aspects of the Talent Academy with (a) representation on the hosts main management committee or board (b) consists of both men and women and at least one independent member (not a member of the club or with any other conflicts of interest with the Talent Academy e.g. parent/coach etc.) TA: Agreed decision making process is established to allow the Talent Academy to make decisions quickly and easily. Evidence of open selection of personnel involved in Talent Academy programme leadership based on competence including, against a skills matrix (TBD), including those with a high-level knowledge of talent development. TA: The leaders of both the host and the Talent Academy are very clear about the purpose of the Talent Academy, how it supports the players and its responsibilities to them, its integration in the wider club/ entity and the surrounding community. They make sure this is communicated to all relevant personnel and are responsible for creating the culture that ensures players can be the best that they can be aligned to the 'Healthy Talent Development Culture' Principles.				✓	✓
	TA: The host can demonstrate evidence of health and safety, data protection, privacy, disciplinary procedures in relation to all Talent Academy members.				✓	
1.6 Policies & Procedures	CML3: The club has adopted England Hockey Safeguarding Young People Policy and Procedures, Equality Policy and Code of Ethics and Behaviour (Respect) and Planning Safe Hockey	Fully meets the requirement.	As MVC	✓		
	TA: The host can demonstrate evidence of health and safety, data protection, privacy, disciplinary procedures in relation to all Talent Academy members.				✓	
1.7 Recruitment	CMP12: The club is following England Hockey's safe recruitment guidance, is registered and using England Hockey's Disclosure and Barring Service (DBS)	Fully meets the requirement.	As MVC	✓		
	TA: There is an identified Welfare Officer for the Talent Academy				✓	
	TA: All coaches and support staff will be recruited, appointed and contracted by the host. All recruitment procedures are open and transparent. A staffing structure exists which demonstrates (full-time, part-time or volunteer) positions together with roles and responsibilities.				✓	✓
1.8 Finance	CML10: The club has a specific bank account with two independent signatories or suitable online banking requirements. Accounts are independently reviewed annually and made available to members.	Fully meets the requirement.	Clearly articulated business plan which demonstrates the ability to deliver the full Talent Academy specification from year three onwards.	✓		
	TA: The host has a clearly articulated not for profit financial model, including audited accounts for the Talent Academy, which demonstrates the ability to deliver the MVC levels of provision to players for the initial three years of the Talent Academy. TA: Player contributions should reflect different circumstances and cater for (a) Players who play all their club hockey at the Talent Academy host (b) Players who play all their junior hockey at the Talent Academy host but play adult Tier 1-4 for a different club (c) 'Remote' players selected for the Talent Academy but unable to attend on a weekly basis. TA: Talent Academy budgets should demonstrate an ability to support a minimum of two players per gender free of charge (FOC). These places should only be awarded to those players whose economic circumstances would otherwise impact on their ability to access the Talent Academy. This could be equivalent of 2 FOC places e.g. 4 x 50% discounted places.				✓	✓

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TA TA Additional Talent Academy requirement

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2. COACHING

SUB-CATEGORY	TALENT ACADEMY FRAMEWORK	TALENT ACADEMY MINIMUM VIABLE CRITERIA	TALENT ACADEMY 3 YEAR (2025) REQUIREMENT	CLUB MARK	TALENT ACADEMY MVC	TALENT ACADEMY (IN 3 YEARS)
2.1 Coaching Philosophy	TA: The coaches will demonstrate a clear philosophy based on an understanding of the talent development principles. The philosophy and delivery will be consistent with the Talent System Framework and the Player Development qualities. The Talent Academy, led by its Head Coach, can articulate the philosophy and has this captured coherently (e.g., document, video, presentation etc.)	Coaches will be able to articulate some clear principles on their coaching linked to TSF and how they communicate this through the programme, including using consistent language across the workforce.	In addition to being able to describe the initial philosophy, the Talent Academy coaches will be able to describe how their philosophy has evolved and refined after three years of experience in the context.		✓	✓
2.2 Coaching Provision	TA: Coaching provision in place which meets coaching ratios (guideline - 1:12), skills combination (skills required across the coaching team) and recruited against a role description/ talent coach profile.	The host will be able to show how the year one coaching team is able to deliver an appropriate programme of talent development with coaches who are committed to their own and the Talent Academy's continued improvement	In addition to the MVC requirements, the host will be able to evidence how the coach provision has progressed both in knowledge and skills, and application in player development.		✓	✓
	CMP11: Coaching provision is reviewed against England Hockey guidance on appropriate coaching workforce. (e.g. coaching needs analysis, coaching provision etc).	Fully meets the requirement	As MVC	✓		
2.3 Coach Development	TA: The host is proactive in investing in and committed to supporting coach development, including completing a coach needs analysis against the coaching profile. Talent Academy workforce engage in appropriate training and development opportunities to maintain CPD. TA: All Talent Academy coaches will have recorded individual needs analysis and development plans.	All coaches are invested in a programme of CPD anchored to a needs analysis and individual development plan (in year one for some coaching this may be well established, for others it will be in its early stages). Talent Academy coaches will be expected to engage with and commit to annual Talent Academy / talent coach development activity	The Talent Academy has supported the coaching workforce in their development by facilitating their agreed activity against their development plans. This may be via the coach development support package offered by England Hockey or other independent development. The impact of this individual development on the Talent Academy delivery and player development should be evidenced through case-study examples.		✓	✓
2.4 Coach Integration	TA: Coaches communicate using common language and work together to create a joined up hockey programme for each player. TA: Coaches of the host's senior teams support and are connected to the Talent Academy to ensure integration of junior players into senior environments.	Ability to describe examples about how senior coaches and Talent Academy coaches will collaborate to develop players.	The Talent Academy can demonstrate several case studies of how the senior section and the Talent Academy have collaborated to develop and progress players. This will include examples of where this has not been as successful as hoped and demonstrate reflective practice and improvement as a result.		✓	✓

3. TALENT DEVELOPMENT ENVIRONMENT

SUB-CATEGORY	TALENT ACADEMY FRAMEWORK	TALENT ACADEMY MINIMUM VIABLE CRITERIA	TALENT ACADEMY 3 YEAR (2025) REQUIREMENT	CLUB MARK	TALENT ACADEMY MVC	TALENT ACADEMY (IN 3 YEARS)
3.1 Junior Club Pathway/School Pathway	TA: A quality junior pathway exists for both genders which is well understood throughout the host. The pathway has effective and credible recruitment processes, good communication and use of England Hockey player profiles. England Hockey and the host align in supporting one another and promoting respective pathways and opportunities.	Fully meets the requirement	In addition to the MVC, by year three the Talent Academy will be able to demonstrate how this pathway has been working in practice, including the successful movement of players and how those who do not progress in the Talent System are still integrated into a junior club pathway.		✓	✓
3.2 Critical Mass of Players	TA: Each Talent Academy in each gender will aim to identify and select a squad of 25 players. The minimum number of players is 15. In addition to the squad of full-time players, the Talent Academy programme may have additional players (who still reside in the catchment area) who due to individual circumstances (e.g. distance from resident location to the Talent Academy) can attend less than on a weekly basis. It will be for the Talent Academy head coach with the player to decide if being a member of the Academy is appropriate for them, and depending on their likely attendance what an appropriate subscription would be. Note: some provision to cater for players who reside in different Talent Academy catchment areas at different time of the year (e.g. due to attending a boarding school) may be required from time to time.	The Talent Academy has identified and inducted a group of at least 15 players aged 15-18 in each gender. Through their recorded player profiles the Talent Academy can demonstrate these players are of the appropriate level in both future potential and current performance to warrant inclusion.	In addition to the MVC, the Talent Academy has demonstrated its ability on a multi-year basis to identify, select and induct a Talent Academy squad in both genders, with a squad at 90%+ capacity with evidence that these are players of an appropriate standard (evidenced through profile, player progression and identification & selection).		✓	✓
3.3 Annual Programme	TA: An annual programme which operates extensively throughout the year is in place and matched with the development needs of high potential 15-18yr old hockey players, whilst also meeting the specific needs against their individual player profiles. This should be consistent with the Talent System Framework and the player qualities described in it.	The Talent Academy is able to deliver an appropriate programme based on the needs of 15 -18yr old talented players, with the foundations to support individual development.	In addition to the MVC, the ability to meet both the collective and individual needs of players can be clearly demonstrated, through evidence of the environment established and examples of meeting individual player development needs.		✓	✓
3.4 Training Provision	TA: The coaching environment will deliver consistently high quality, intensive training opportunities that cover the tactical, technical, physical and mental factors linked to the player development qualities. Sessions will run for 44 weeks from September to July, and will offer training opportunities multiple times per week (including four weeks off during the programme). The training provision will build as the Talent Academy matures and build on the foundations of the MVC criteria. Training groups will not be constricted by age banding.	The Talent Academy is able to deliver two sessions per week (of 1.5-2hrs) of dedicated Talent Academy training. Additionally, in most cases players will also be developing in senior training and match play where they will be fully integrated, whilst still providing appropriate development and coaching to the Talent Academy players. This should be in place for 40-44 weeks per year with a clear off-season period (August) and recovery weeks scheduled. In Year 1 deliver may be primarily focused on hockey, with some physical development components.	The Talent Academy offers 3-4 dedicated Talent Academy sessions per week. For the highest performing players who are integrated into club senior training environments some of these sessions may be substituted for senior sessions. In this instance the Talent Academy Head Coach will still be responsible for the players individual development plan and ensure it is delivered in this context. This programme will include an integrated physical development programme. The third Talent Academy session of the week, will sometimes be Talent Academy competition (TBC as the competition element is developed - circa 10 weeks a year for the league with one week for the annual tournament).		✓	✓
3.5 Competition Provision	TA: The Talent Academy will be eligible to compete in the England Hockey Talent Academy specific competition (likely to commence in 2023-4). Each Talent Academy should demonstrate how they will ensure appropriate competition for each player including adult hockey with the hosting club or through collaboration with neighbouring clubs. Talent Academy players should be playing adult hockey in the England Hockey League (EHL) or Area Premier Division (Grade 1 & 2 adult competitions) dependent on age/performance standard.	Talent Academy players should be able to play in the England Hockey League (EHL) or Area Premier Division (Grade 1 & 2 adult competitions). (with the Talent Academy host or another club). Each player should have appropriate opportunities for competitive hockey in line with their development plan, both / either within the Talent Academy club or other local clubs within the Talent Academy catchment area. They are not expected to play in County Hockey competition or training.	In addition to the MVC, the Talent Academy will compete in the England Hockey Talent Academy competition. The format of this competition is still to be developed. Whilst the requirement for individual competitive opportunities in line with the MVC is not changed, Talent Academies should be able to evidence that these opportunities have been in place for all players on a consistent basis.		✓	✓
3.6 Equipment	TA: Equipment is available to meet the needs of the Talent Academy and ensure equipment isn't a barrier to entry to the Talent Academy	Fully meets the requirement.	As MVC		✓	
3.7 Player Education	TA: The Talent Academy will provide regular learning opportunities to develop a full range of life skills to support their development as a player and a person. The programme will assist parents, players and coaches to develop introductory skills & knowledge in area such as nutrition, psychology, social, pre-game, post-game, injury management, physical preparation, social media use and lifestyle management. There will be a comprehensive set of resources available from England Hockey to support this and good practice examples. Host clubs may utilise these as they wish, complementing with and developing their own resources too.	An initial programme which delivers some provision against all of these areas, utilising the England Hockey resources available.	A comprehensive programme is in place with evidence of consistent ongoing delivery. There should be a clearly written plan outlining how this programme will evolve and mature.		✓	✓
3.8 Facilities	TA: As a minimum there will be access to a full-sized hockey pitch (water based or high-quality sand dressed) with exclusive use for some, but not all, sessions. The pitch should have a minimum of four moveable goals although six is desirable. Changing rooms and toilets should be available for each gender. In addition, each Talent Academy should have access to a classroom for up to 30 people. The classroom will have functioning and fit for purpose Wi-Fi, audio and visual equipment with tables and chairs which can be configured to suit the learning and development experience. Access to a gym is preferable with an indoor conditioning space as a minimum.	All on pitch and essential off pitch provision in place (toilets and changing rooms).	All on pitch and essential of pitch provision in place (toilets and changing rooms).		✓	✓
3.9 Science & Medicine	TA: Provision of player education and training should be in place in line with 3.4 training provision and 3.7 player education. The competencies to deliver these aspects are included in the coaching / support staff matrix. This may be delivered by Talent Academy hockey coaching staff, or it may be done through utilisation of additional practitioners the Talent Academy sources.	Against the Talent Academy agreed development plan the host club has a plan to develop existing coaching staff to deliver content and education (for example physical preparation) or to recruit appropriate personal.	Against the Talent Academy agreed development plan the host has a plan to develop existing coaching staff to deliver content and education (for example physical preparation) or to recruit appropriate personal.		✓	✓

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4. PLAYER DEVELOPMENT & WELLBEING

SUB-CATEGORY	TALENT ACADEMY FRAMEWORK	TALENT ACADEMY MINIMUM VIABLE CRITERIA	TALENT ACADEMY 3 YEAR (2025) REQUIREMENT	CLUB MARK	TALENT ACADEMY MVC	TALENT ACADEMY (IN 3 YEARS)
4.1 Player Health (physical and mental wellbeing)	TA: Player health and wellbeing is central to the 'Person First' principle. Training and awareness on a multitude of factors which contribute to physical and mental wellbeing will be a mandatory part of the Talent Academy people development programme. TA: This is covered across a number of elements (2.1,4.2, 4.3, 4.4, 4.5, 4.6, 5.1 5.2, 7.1) TA: The Welfare Officer or other designated person should be visible and approachable to Talent Academy players to ensure they feel comfortable to seek support or raising concerns.	All coaches and other personnel involved in the Talent Academy 'sign up' to the Healthy Talent Development Culture principles and engage in England Hockey led training and awareness CPD sessions.	There is evidence that the "Person First" principle is being lived in the Talent Academy both from observed behaviours in the environment and feedback through the Talent Academy reporting (e.g. Net Promoter Score from players and parent feedback surveys).		✓	✓
4.2 Right Athlete, Right Environment	TA: The host's coaches and other personnel who interact with Talent Academy players put the player first and provides opportunities for stretch and consolidation as appropriate both within and external to the host. TA: Players not yet at Talent Academy level should not be encouraged to move to the host unless there is clear evidence that the opportunities available to that player are significantly better.	Fully meets the requirement.	In addition to the MVC there is evidence that player centred decision making is taking place and that the Talent Academy host isn't encouraging players to move to the club unless it can provide more appropriate provision for a player. This will be supported by evidence from stakeholder surveys (e.g. Net Promoter Score from stakeholders in the Talent Academy catchment areas)		✓	✓
4.3 Player Experience	TA: The host is committed to providing high quality and enjoyable player experiences aligned to the Player Development Model, which supports a balanced lifestyle and considers player physical, mental and social development and wellbeing. There is regular two-way 1-1 feedback between players and coaches (not always written) with appropriate engagement with parents.	Fully meets the requirement.	As MVC		✓	
4.4 Player Profiling	TA: The Talent Centre coaches will have a full understanding of the England Hockey Player Profile and the profiling process. All players will be profiled against the England Hockey player profile (which is fully described in the Talent System Framework). National protocols document (in development) will provide protocol details. Player IDP's should demonstrate goal setting and annual progression in line with EH Talent System Development requirements.	Player profile completed twice per year. Initial player profile completed at the start of the Talent Academy year (September). Second player profile completed in the penultimate month of year 1 (June) to support a full player review and case conferencing (detailed in 4.5 below). In year two for existing players this will become their first profile for the new cycle with planning against goals set at the end of year review.	All players to have their profile updated three times per year. Window 1: month 1 (September) for an existing player this will be confirmation of their end of last year profile. Window 2 - month five - February. Window 3 month 10 - July.		✓	✓
4.5 Individual Player Management	TA: All players should have development plan which is mapped against their Player Profile. This should include simple goal setting, creating of an action plan and regular review. TA: Facilitate engagement and connection with peers and social development. (e.g. in one school or other peer group hockey session per week).	The Talent Academy, (and principally the head coach), will demonstrate a commitment to follow a good practice player management process; player profiling process, goal setting and overall management. It is acknowledged that a number of stakeholder relationships will need to be established over time to facilitate this fully. Process: player profiled when entering Talent Academy, goals and action plan agreed with player and communicated to other stakeholders. At the end of the Annual cycle the Talent Academy should lead a full review with all stakeholders around the player (parent, school, other club) to openly communicate and reach agreement.	In addition to MVC, all players will have followed or would be following an agreed development plan between themselves, the Talent Academy, their parents and other stakeholders (school, other club etc) which is evidenced by case studies (qualitative) and annual Talent Academy reporting (e.g. Net Promoter Score from player and parent survey).		✓	✓
4.6 Selection (de-selection)	TA: The Talent Academy will have a clear, documented and communicated identification & selection process based on the England Hockey Talent Academy guidelines. There will be a defined catchment area for each Talent Academy. TA: The Talent Academy will have procedures in place to ensure selection and de-selection decision are dealt with sensitively and aligned to the 'person first' principle.	Fully meets the requirement.	In addition to the MVC, at year three the Talent Academy will be able to demonstrate how their system and network of player profiling and identification has evolved, e.g. the utilisation of Talent Centre coaches to scout players.		✓	✓

5. CULTURE

SUB-CATEGORY	TALENT ACADEMY FRAMEWORK	TALENT ACADEMY MINIMUM VIABLE CRITERIA	TALENT ACADEMY 3 YEAR (2025) REQUIREMENT	CLUB MARK	TALENT ACADEMY MVC	TALENT ACADEMY (IN 3 YEARS)
5.1 Healthy Talent Development Culture	<p>TA: The host has adopted the England Hockey healthy talent development culture principles, and adoption is communicated on noticeboards, websites etc. Culture and player wellbeing are standing items on Talent Academy management meeting agendas.</p> <p>TA: The host is committed to the ongoing development of a healthy talent development culture. It is committed to engaging in annual awareness and training sessions on topics such as Equality, Diversity and Inclusion, psychological safety, unconscious bias etc. aligned to an England Hockey programme.</p>	Fully meets the requirement.	Full requirement in place.		✓	
5.2 Young People in Senior (Adult) Hockey	TA: The host has adopted the England Hockey healthy talent culture principles throughout (or in all aspects where Talent Academy players could come into contact) and proactively ensures that juniors are prepared for and integrated into senior environments which display appropriate behaviours.	Fully meets the requirement.	Full requirement in place.		✓	
5.3 Inductions	CMP14: Induction for new workforce (coaches/volunteers) around policies and procedures. Key roles are communicated and understood. (e.g. e-newsletters, communications, minutes, signed agreements, etc.).	Fully meets the requirement.	As MVC	✓		
	TA: Induction sessions held for all new players, parents and workforce to the Talent Academy squads.	Fully meets the requirement.	As MVC		✓	

6. EQUALITY, DIVERSITY & INCLUSION

SUB-CATEGORY	TALENT ACADEMY FRAMEWORK	TALENT ACADEMY MINIMUM VIABLE CRITERIA	TALENT ACADEMY 3 YEAR (2025) REQUIREMENT	CLUB MARK	TALENT ACADEMY MVC	TALENT ACADEMY (IN 3 YEARS)
6.1 Local Community	CMLo17: The club actively encourages new members (for example news boards, e-newsletters, promotions, activities, etc).	Fully meets the requirement.	As MVC	✓		
6.2 Outreach Work	TC: The club will have a comprehensive and realistic plan about how it will contribute to creating a more diverse talent pool. There is evidence about how the club engages (or plans to engage) with all demographics of the local community to offer access to hockey,	The host will have a comprehensive and realistic plan about how it will contribute to creating a more diverse talent pool. This will include plans to engage with state schools and/or communities who do not have access to hockey	In addition to the MVC England Hockey and the Talent Academy will strive to set ambitious 'targets' for accessibility and diversity and how that may progress over time. To be developed further including expectations (KPIs about the scale of engagement).		✓	✓
6.3 Inclusion	CML5: The club has an inclusive, accessible, clear and varied membership proposition and evidence of who the club's members and volunteers are. (e.g., membership form, website link) The club provides a variety of playing opportunities (for example website links, adverts, communications, etc).	Fully meets the requirement.	As MVC	✓		
	TA: The Talent Academy actively seeks to remove any non-performance barriers to entry; training session times and locations should be accessible ideally by public transport and individual needs relating to (but not limited to) any of the protected characteristics must be considered. As part of culture development all coaches and other personnel will undergo Equality, Diversity and Inclusion awareness training. TA: There will not be fixed quotas for currently under-represented groups per Talent Academy, however there will be a requirement to take significant account of a player's hockey background and previous support received when assessing future potential.	Fully meets the requirement.	As MVC		✓	
6.4 Lower Socio-economic Support	TA: The Talent Academy has mechanisms to support players access to talent activity from lower-socio economic backgrounds/ in financial need. Talent Academy budgets should demonstrate an ability to support a minimum of two players per gender free of charge (FOC)*(*or the equivalent of 2 FOC through discounted places). TA: Beyond the two, England Hockey and the Talent Academy will strive to work together to ensure that socio economic status does not restrict the involvement of any talent individual.	The Talent Academy has established a mechanism to support players where finance is a barrier to attending. In Year 1 Talent Academies have the provision to support up to one player per gender FOC	The Talent Academy will be able to provide a minimum of two scholarship places per year which includes the cost of attending and travelling to the Talent Academy a minimum of twice a week.		✓	✓
6.5 Diverse Workforce	TA: The club is proactively seeking diversity in its workforce with specific focus towards providing opportunities to broaden diversity in its talent and performance sections.	The Talent Academy coaching workforce includes male and female members. The host has a plan in place about how it intends to increase the diversity of coaches in its performance and talent sections (beyond gender).	Within three years the Talent Academy has a gender split of 60:40 or better and coaches from different ethnic backgrounds. Where this is not achieved the Talent Academy has a development plan in place to support the development of under-represented groups compared with the demographics of its catchment area.		✓	✓

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7. STAKEHOLDERS

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7.1 Partnership Working	TA: Coaches communicate using common language and work together to create a joined up hockey programme for each player. TA: The Talent Academy has a comprehensive programme in place to engage and work with other clubs and schools in its catchment areas. It is a source of expertise and support on hockey talent development within the catchment area.	The Talent Academy is able to describe their plans to engage with clubs and schools within their catchment area. There should be a calendar of activity (for example festivals) for entities within the Talent Academy catchment area. For each Talent Academy player in the initial cohort, an action plan should describe the intended interaction with relevant local stakeholders (for example an outline of an agreed playing programme with a school or club).	The Talent Academy will act as a hub to support clubs and schools in the locality. There will be an individual engagement plan developed and agreed between England Hockey and the Talent Academy. The Talent Academy will be able to provide examples of strong productive relationships with entities in the catchment area with the player's needs at the centre of the relationship. Where there are challenging relationships a planned approach to overcome these will be in place.		✓	✓
7.2 Parental Engagement	TA: Education & communication with parents about talent development and performance parenting, opportunities for them to feedback in a systemic way.	A player & parent communication plan is in place which includes an annual opportunity to input and feedback on their experiences through an England Hockey independent process.	A player & parent communication plan is in place which includes two opportunities per year to input and feedback on their experiences through an England Hockey independent process.		✓	✓
7.3 England Hockey Engagement	TA: Maintain contact with England Hockey Talent, Coaching and Development teams as appropriate. Appoint a member of the host to represent the Talent Academy in the England Hockey Talent Academy Management Committee (structure tbc).	Engagement with the England Hockey Talent team in gaining a license to operate in year 1, together with a collaborative approach to maintain the Talent Academy licence and build for subsequent years. An example would be sharing the Talent Academy business plan and accounts for year 1 and projected for years 2 & 3.	In addition to the MVC, to have consistently collaborated with England Hockey, especially the Talent team, in continued improvement and progression against your agreed development plan.		✓	✓
7.4 Communication	TA: The Talent Academy has an appropriate form of communication to squad members and parents; this should include evidence of communication of policy. (e.g. news boards, e-newsletters, email communications etc) which is suitable and engaging for young people and their parents.	In year one the methods to do this will not be fully evolved but the intent should be clear, with evidence of engaging parents and those within the Talent Academy catchment area.	In addition to the MVC, demonstrated consistent proactive communication with all stakeholders in the catchment area and around each individual player in a systematic way.		✓	✓

8. DATA & INSIGHT

SUB-CATEGORY	TALENT ACADEMY FRAMEWORK	TALENT ACADEMY MINIMUM VIABLE CRITERIA	TALENT ACADEMY 3 YEAR (2025) REQUIREMENT	CLUB MARK	TALENT ACADEMY MVC	TALENT ACADEMY (IN 3 YEARS)
8.1 Talent Development Metrics	TA: A set of metrics will be developed to track the longitudinal progress of the talent system. Individual Talent Academy will need to demonstrate over time their ability to identify and develop players. This will primarily be evidenced through player profiles, goal setting and action plans where clear year on year progression can be demonstrated.	To be developed.	To be developed, and to include complete player profiles, goals and action plans recorded on a designated England Hockey IT system. Through an audit of this data, together with data from player and parent annual reporting, the Talent Academies will be able to demonstrate its ability to develop players and facilitate their progression in the talent system.		✓	✓
8.2 CRM Data	TA: All players engaged in the Talent Academy activity will be required to register on an England Hockey CRM system.	To be developed.	To be developed.		✓	
8.3 Success Indicators	TA: Ongoing Talent Academy status will be dependent on the host continuing to meet the standard for a Talent Academy. A set of KPI's aligned to the criteria and the six Talent System priorities will be developed.	To be developed.	To be developed.			✓
8.4 Quality Assurance	TA: Hosts will commit to participating in ongoing quality assurance of the Talent Academy and the Talent System. The Quality Assurance Framework will cover a range of quantitative and qualitative metrics set out in the Service Level Agreement.	Commitment to participate fully in an ongoing quality assurance process.	To be developed.		✓	✓