



FOOTBALL  
NSW

# CLUB STANDARDS AND BENCHMARKING FRAMEWORK **2025-26**

Information pack



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# FOOTBALL NSW STRATEGIC DIRECTION

The Club Standards & Benchmarking Framework for 2025-26 will focus on the Girls' Junior Development Leagues & Youth Leagues, during the next Participation Licence period.

The Club Standards & Benchmarking Framework aligns with key focus elements of the Football NSW Strategic Plan to produce football talent and provide leadership to Clubs.

The introduction of the Framework will enable Football NSW to cater for the individual needs of Clubs within our football ecosystem and enable them to lead football development across all levels of the game.

The Framework will empower Clubs to create best practice environments for their players & coaches in support of retention, creating talent and making Australia an internationally competitive football nation.



## FOOTBALL NSW STRATEGIC PLAN

### OUR PURPOSE

To Facilitate the Best Experience for All

### OUR MISSION

Leading and Supporting the Growth of Football Across All Cultures and Communities

### 10-YEAR GROWTH GOALS

- Football Remains the Largest Participation Sport
- Football is the Largest Team Sport for Females
- Achieved 50/50 Gender Participation

### WE WILL ACHIEVE OUR GOALS BY FOCUSING ON:

#### GROWING FEMALE FOOTBALL

Capitalise on the hosting of the 2023 FIFA Women's World Cup to leave a legacy for female football

#### SUPPORTING COMMUNITY FOOTBALL

Achieve 75% retention rate by supporting our members to deliver positive football experiences for all participants

#### ENHANCING COMPETITIONS

Delivering quality competitions for all participants and supporters

#### PRODUCING FOOTBALL TALENT

Average 45% selection for national teams by providing development opportunities through our high-performance pathways

#### PROVIDING LEADERSHIP

Being collaborative, transparent and ambitious in the governance and operations of the game

### HOW WE DO IT

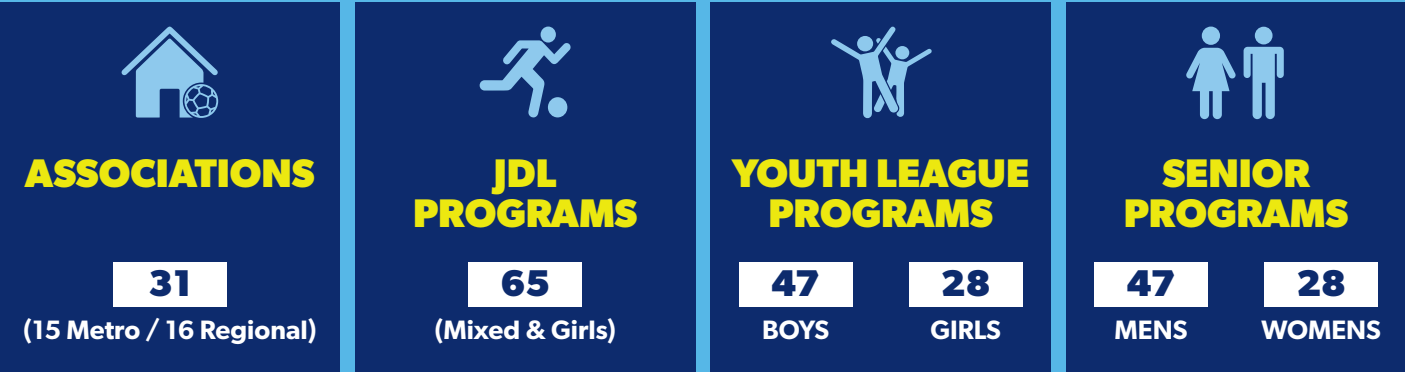
**INTEGRITY, TENACITY, INCLUSIVITY, RESILIENCE**

# FOOTBALL NSW

## ECOSYSTEM

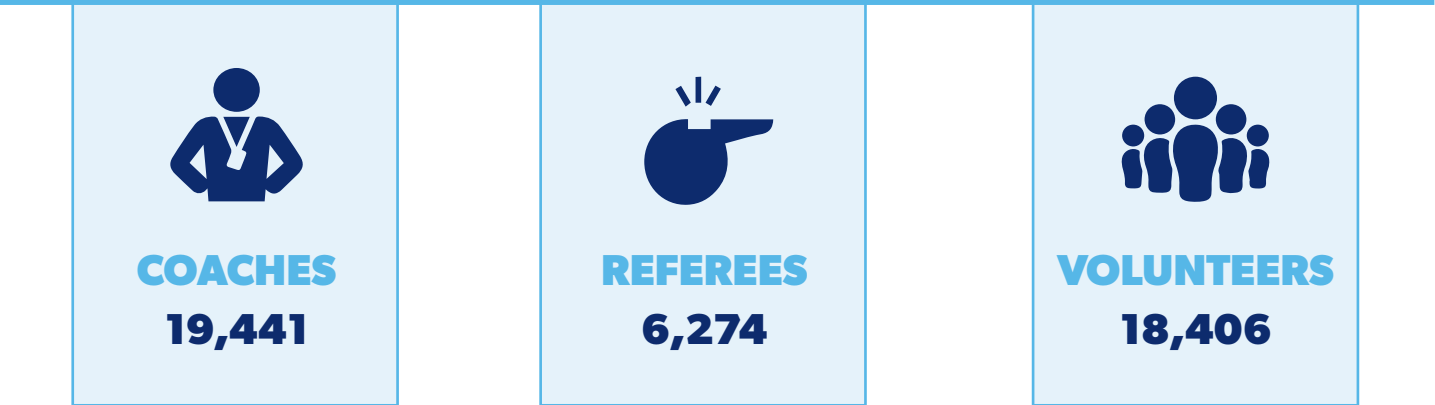
2024

### ORGANISATION



### PLAYER PATHWAY

LEVEL	PARTICIPANTS
Community Football (U14-U18)	38,127
FNSW Youth League (U14-U18)	6,037



# LEAGUE STRUCTURES

Football NSW has announced Competition and Technical changes to the Girls' & Women's Competitions in line with the 2025 – 2026 Participation Agreement period. Key changes include:

- Addition of the Girls' Under 18 age group in Girls' Youth League Two,
- Alignment of underpinning grade to First Grade to become Under 23s,
- Decoupling of the Girls' Youth & Women's Senior Competitions,
- Movement to a 2-year Participation Licence agreement with Clubs,
- Implementation of the Club Standards & Benchmarking Framework to determine promotion and relegation for Girls' Youth Leagues. Promotion and Relegation will continue on an annual basis Women's Senior Competitions.

## AGE GRADES/ TEAMS

<b>GYL1 / NPL</b>	Under 14	Under 15	Under 16	Under 18	Under 23	First Grade
<b>GYL2 / League 1</b>	Under 14	Under 15	Under 16	Under 18	Under 23	First Grade

## DECOUPLING OF YOUTH & SENIOR

YOUTH LEAGUES				SENIOR LEAGUES	
Under 14	Under 15	Under 16	Under 18	Under 23	First Grade

## LICENCE PERIODS

Participation agreement	2025 – 2026
Participation agreement	2027 – 2028
Participation agreement	2029 – 2030

The application of the Club Standards for Girls' Junior Development League program and Girls' Youth program will be assessed individually for the Licence period 2025 – 2026. In the future, we anticipate moving towards a combined Club Standards assessment to create alignment within the Club around resourcing, focus and investment.





# CLUB STANDARDS & BENCHMARKING FRAMEWORK

The Club Standards & Benchmarking Framework will be implemented across the Girls' Junior Development Leagues & Girls' Youth Leagues in 2025 & 2026 as per this document.

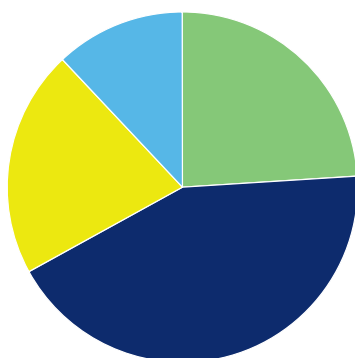
The Girls' Youth league program within each Club will be assessed individually for the 2025-2026 Licence period.

## THE CLUB STANDARDS IS COMPRISED OF FIVE COMPONENTS:

- **League Compliance**
- **Club Championship**
- **Football Criteria**
- **Technical Qualifications**
- **Progression & Retention**

STANDARD	DESCRIPTION
<b>League Compliance</b>	This includes minimum requirements for participation in each league. i.e. Minimum of three training sessions per week.
<b>Club Championship</b>	This is the accumulation of points for the Club across two years of Competition in the Under 14, Under 15, Under 16 & Under 18 grades.
<b>Football Criteria</b>	The Clubs' ability to submit detailed documentation as outlined in Appendix 1 of their football program, including Youth Development Plan, Player services, Coach Development Plan and Football operations.
<b>Technical Qualifications</b>	This component incorporates the technical qualifications and appointment of staff, including disciplinary, across the two year period.
<b>Progression &amp; Retention</b>	This component includes the player retention of the Club over a two-year period, and the progression of players from the Club to a higher tier and/or APL Academy.

## YOUTH - CLUB STANDARDS



- **Club championship**
- **Football Criteria**
- **Technical Qualifications**
- **Progression & Retention**

# MOVEMENT BETWEEN LEAGUES

Movement between Leagues within the Girls’ Youth environment will be based on the accumulation of assessment points given across the five components of the Club Standards & Benchmarking Framework.

Each component is weighted differently and will receive an individual score. The below table is a representation of how the final Club Standards & Benchmarking Framework will produce a Benchmarking rank for each Club and thus determine their placement within GYL1 or GYL2.

i.e. The third column, ‘Total’, outlines the final assessment score of the Club.

RANK	CLUB	TOTAL	LEAGUE COMPLIANCE	CLUB CHAMP.	FOOTBALL CRITERIA	TECHNICAL QUALS.	PLAYER PROGRESSION
1	Club AA FC	65%	0	12	22	13	16
2	Club BB FC	63%	-2	13	24	13	16
3	Club CC FC	60%	0	14	26	12	15
4	Club DD FC	59%	-2	8	30	16	13
5	Club EE FC	58%	-2	10	21	9	10
6	Club FF FC	57%	0	11	18	10	11
7	Club GG FC	52%	0	6	16	10	8
8	Club HH FC	47%	-4	9	15	11	13
9	Club II FC	45%	0	7	10	9	11
10	Club JJ FC	41%	0	5	15	9	10
11	Club KK FC	37%	0	4	10	9	8
12	Club LL FC	34%	0	3	10	8	7
13	Club MM FC	29%	-8	1	10	7	7
14	Club NN FC	25%	-6	2	10	7	5

*\*The above table is not accurate and is a demonstration only.*

# LEAGUE COMPLIANCE

To ensure consistent adherence to minimum standards across the Girls' Youth Leagues, Clubs must meet the League compliance criteria outlined below in relation to the League they participate within. The League compliance is more demanding in the Girls' Youth League One, compared to Girls' Youth League Two to encourage a continuous improvement of Clubs within the lowest tier. If Clubs are unable to comply with the criteria, they will be sanctioned via the docking of points from the final Club Standards score (as outlined below). A total of -10 points can be sanctioned on a Club's program.

REQUIREMENT	GYL1	GYL2	JDL
Train 3x per week. 75 - 90 minutes min.	Yes	Yes	Yes - 60 - 75 min.
Season length - 40 weeks	Yes	Yes	Yes
No external coach use (ie. private academies)	Yes	Yes	Yes
Scholarship positions	Yes (1-3)	No	
Safe to play criteria - WWC#, MPIO etc..	Yes	Yes	Yes
All coaches registered on PlayFootball	Yes	Yes	Yes
Fielding all teams, meeting min. squad size	Yes	Yes	Yes
Technical Director appointed	Yes (Dual role)	Yes (Dual role)	Yes
Coach Contract submission	Yes	No	Yes
Zero mandatory additional charge to participants	Yes	Yes	Yes
Attendance at FNSW YDL events	75%	50%	75%
Facilities - home ground	4-6	0-3	4+

In future, Club Standard editions (i.e. Club Standards 2027-2028), it is anticipated the minimum compliance requirements for each League will increase.



# CLUB CHAMPIONSHIP

Sporting merit is inherently part of football and Football NSW is cognisant to not lose this aspect that makes our sport the world game. In the same breath, Football NSW is also aware of the importance required to create a player-centric environment for the continual enjoyment, participation and development of players within football. The introduction of the Club Standards aims to strike a balance between football performance and football development, and shift our focus from a Competition pathway to a Participant pathway.

Prior to 2025, the Girls' & Senior Competitions were 'coupled' with movement between the Leagues determined by a Club Championship model of Under 18s, Reserve grade (/Under 20) & First grade. In order to stimulate more focus and investment in Youth development by Clubs, Football NSW has made the decision to 'decouple' these programs, as is the structure on the Boys & Men's side of the game. Decoupling ultimately means that the Youth program and Senior program can move between leagues independently of one another and each is judged on its program alone.

Club Championship in the Girls' Youth League will apply to the Under 14 – Under 18 age groups, each with equal weighting through the accumulation of points over the course of the season. As part of the Club Standards, each season's Club Championship points will apply to the final assessment score. The Club Championship placement each season will determine a score which is weighted from GYL1 1st place to GYL2 14th place.

For example:

PLACE	DIVISION	CLUB CHAMP. POINTS	CLUB CHAMPS. ASSESSMENT SCORE
1	GYL 1	101	14
2	GYL 1	98	13
3	GYL 1	97	12
4	GYL 1	96	11
5	GYL 1	87	10
6	GYL 1	84	9
7	GYL 1	83	8
8	GYL 1	83	7
9	GYL 1	82	6
10	GYL 1	78	5
11	GYL 1	76	4
12	GYL 1	73	3
13	GYL 1	69	2
14	GYL 1	62	1

# FOOTBALL CRITERIA

As part of the 2024 Player Development Review, Football NSW conducted in depth research and consultation to determine improvement areas within our Competitions & Technical environments. Based on these findings it was recommended that all Clubs participating within Football NSW Youth League Competitions, whom form part of the talented player pathway, be subject to meeting specific football criteria.

Based on the research, it was found that the 2024 Girls' Youth environment within Football NSW was underperforming, as shown in the below table. Taking into consideration the various recommendations of FIFA, AFC, Football Australia and FNSW Clubs, the Club Standards have been produced, of which the football criteria form an integral part of the Club assessment.

RESEARCH	REQUIREMENTS	RELEVANT TO FNSW	REQ. BEING MET	
			2022-24 LICENCE PERIOD	2025-26 LICENCE PERIOD
FIFA - Give every talent a chance	42	37	15	37
FA Report - FIFA	37	17	9	17
AFC Youth Elite Scheme - 1 Star	60	59	8	47

***Within the Football Criteria component of the Club Standards, there are two (2) core areas; Planning & Delivery.***

## PLANNING

Clubs are expected to submit documentation as per the football criteria outlined in Appendix 1 by the given deadline that outlines the Club's football program. The Planning section is broken down further into the following requirements:

- Youth Development Plan
- Football Operations
- Player services & support
- Coach Education & support

## DELIVERY

Throughout the 2-year Licence period the Club will be allocated a Technical Advisor from the FNSW Club Development Unit. The Technical Advisor will visit training and matchdays of the Club to provide support, feedback and assessment to the Club Technical Director. The majority of the Club visits will occur during Year 2 of the Licence period in line with the Planning documentation submission. Clubs can expect to receive the following minimum engagements;

- Club Introduction meeting
- Training visits x3
- Matchday visits x3

# TECHNICAL QUALIFICATIONS

Football NSW has traditionally held Clubs accountable for technical qualification requirements as part of the Participation Agreement. These requirements are consistent and included as part of the Club Standards to reward Clubs for their adherence to the regulations and further reward those Clubs that continue to invest in their Coaching & Technical staff.

Football NSW believes the coach will be the most impactful person on a child's relationship with football, aside from their immediate family, and as such highly value this role for the enjoyment and development of the individual.

Aside from gaining coach qualifications via Football Australia and Football NSW courses, Clubs are encouraged to support their coaches' development over the course of the season in a similar fashion to players to further develop their skill sets.

Player & Coach disciplinary data is also recorded within this section based off the average rates from the previous season. See Appendix 1 for further information.

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## PROGRESSION & RETENTION

Individual player development is widely accepted as being non-linear and a longer-term process. As such, Football NSW supports the retention of players within talented player development progressions to ensure players are judged not only on their short-term performance but also on long term potential, with the acknowledgement of bio maturation, variance in skill development and other external factors.

Player progression will also be recognised and rewarded within the Club Standards Framework. Football NSW understands that retention of players is not always possible due to player ambitions to play at the highest level possible and to test themselves in higher leagues or perceived higher Clubs. Due to this, player progression will be rewarded to Clubs that progress players to a higher league Club, APL Academy, professional environment and National team representation.

# WHAT IS CLUB STANDARDS & BENCHMARKING FRAMEWORK

The Club Standards & Benchmarking Framework is the Football NSW benchmarking, quality assurance and club support process to provide better services for our players, coaches and Clubs across the state. The Club Standards focus on clubs committed to youth development by understanding their planning, delivery and anticipated outcomes.

The Framework will provide:



## ACCOUNTABILITY

- FNSW role within player, coach and club development
- Club role within player, coach and club sustainability
- Membership understanding of best practice & program expectations



## BEST PRACTICE

- Raising the standards and expectations of programs
- Sharing of best practice program elements from Australia and globally
- Continued evolution of program elements



## CAPABILITY BUILDING

- Identification of strengths, weaknesses, and opportunities within our game
- Creation of specific development opportunities and services
- Improve Club football sustainability

## CORE OUTCOMES

- Improve retention rates of players within our talented player pathway
- Improve football development program outcomes
- Increase player progression opportunities to enhance development outcomes
- Create stronger Club sustainability across player & coach development
- Improve coach development within Club environments
- Improve Club understanding of strengths, weaknesses and opportunities
- Drive FNSW Football Development objectives
- Introduce quality control mechanisms in line with sport industry standards
- Recognise and celebrate Clubs 'doing the right thing'
- Identify and share best practice
- Provide a platform to support 'like vs like' competition



# IMPLEMENTATION

## THE CLUB DEVELOPMENT PROCESS



### CONSULTATION & COLLABORATION



### ASSESSMENT



### EDUCATION & SUPPORT



### CAPABILITY BUILDING & VALUE ADD

## COLLABORATIVE FOOTBALL COMMUNITY

### FOOTBALL NSW

- Club development technical advisor assigned to Club/program over a two year period
- Conduct Club visits during training and matchday
- Review and provide feedback on Club submission documents
- Club meetings, interviews and presentations (formal and informal)
- Production of assessment and evaluation report
- Post-report Club development and support

### CLUB

- Appointment of two key contacts; Administrator of program & Technical Lead of program
- Submission of criteria documents
- Engage with Advisor during Club visits during training and matchday
- Engage and meet with Advisor (formal and informal)
- Provide support where required.

# EVALUATION PROCESS

## Club documentation submission

- Documentation via electronic submission as outlined within the requirements of the Club Standards within Appendix 1.
- Eight months provided from release date of information for preparation of documentation.
- Club are able to submit their documentation electronically at any time when the FNSW Portal is opened.
- Refer to assessment timeline.

## Club Development Unit observation and data collection

- Club Development Technical Advisors will conduct Club visits, meetings, interviews and reviews.
- Club Development Technical Advisors will conduct training & matchday observations.
- Formal and informal engagements with Club officials and members.

## Evaluation

- Head of Football Development &/or Technical Director will review and sign-off Club Development Technical Advisor reports prior to preliminary submission to Clubs.
- The objectivity of the evaluation is supported by the Football NSW Standards rubric with detailed references to best practice for each measurable area.
- The Club Technical Advisor will engage with the Club and evaluate each standard area using scores within a range of 0 – 3.
- The Club Technical Advisor will provide written comments to offer qualitative feedback
- The Club Development Unit will moderate and discuss outliers and/or major points of differences to seek clarification with the Club Technical Advisor prior to the preliminary report submission to the Club.
- The preliminary report will be released to the Club after going through a three-step process of review;
  - a. Club Development Technical Advisor assessment
  - b. Head of Football Development / Technical Director review
  - c. Club Development Unit moderation review

The preliminary report will be submitted in August.

## JUNIOR DEVELOPMENT LEAGUE RATING SYSTEM



**MINIMUM  
85%  
SCORE**



**MINIMUM  
65%  
SCORE**



**MINIMUM  
45%  
SCORE**



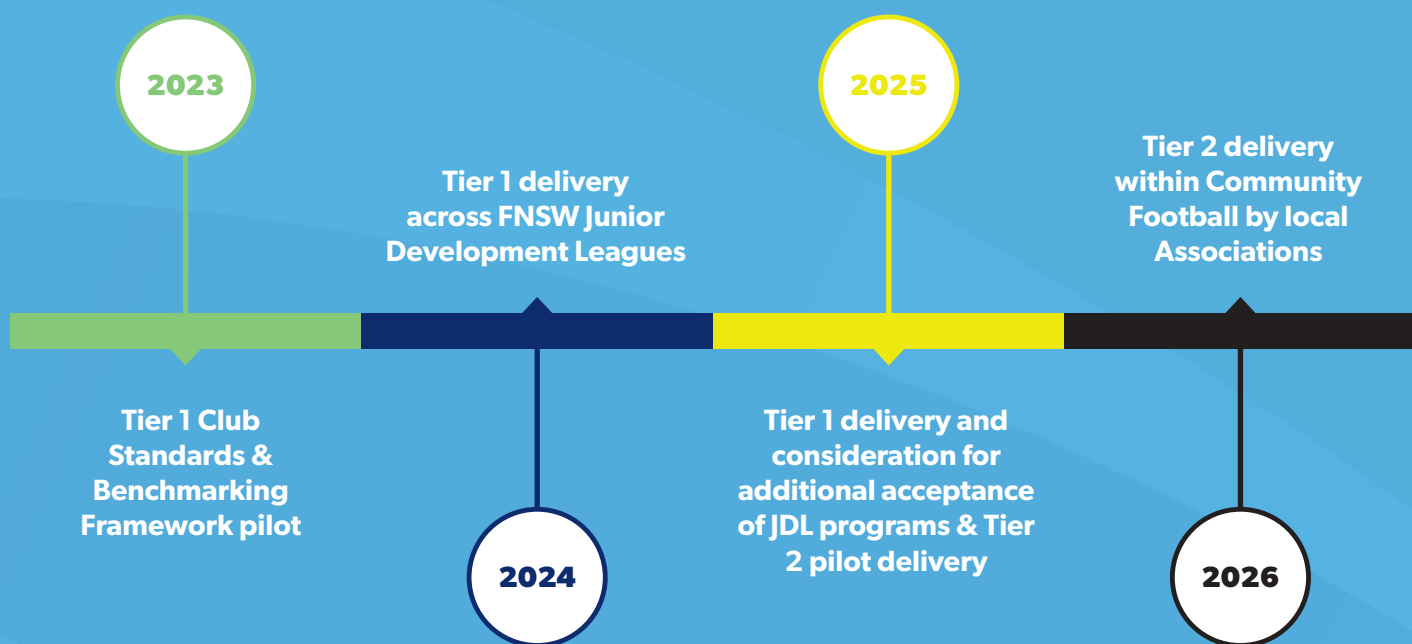
**BELOW  
45%  
SCORE**

# TIMELINE

The Club Standards Framework will improve player development outcomes through improved competition delivery, club football operations and club sustainability. It will form a basis to ensure 'like with like' competition across the entire football landscape and raise the standard of football programs throughout the state.

The Club Standards will be implemented across the Girls' Junior Development Leagues & Girls' Youth Leagues for the Participation Licence period 2025 & 2026. At the conclusion of 2026, Clubs will receive their preliminary report, followed by their final assessment report which will determine their league placement for the next Participation Licence period.

At the conclusion of the 2026 season, Football NSW will conduct a review of the Club Standards, seeking feedback from Clubs, ahead of the release of the 2027 – 2028 Club Standards document.





# DEVELOPMENT OF THE STANDARDS METHODOLOGY

## THE STANDARDS METHODOLOGY

- Football NSW engaged with football leaders within Australia and globally to review frameworks, assessment criteria and processes to develop the Club Standards & Benchmarking Framework.
- Significant research has been undertaken to align the Football NSW talented player pathway and Club environments to recommendations of FIFA, AFC, UEFA and Football Australia.
- The FIFA 'Give every talent a chance' report was undertaken across 205 Nations and outline a range of criteria recommended to Associations. Of the 37 relevant requirements within the Football NSW ecosystem, only 15 were currently being met. Through the implementation of the Club Standards this figure will rise to 37 of 37, or 100%.
- Football Australia received a specific report from FIFA, of which a total of 17 recommendations were relevant to Football NSW. Of these only 9 were currently being met, however the implementation of the Club Standards will increase this to 17 of 17, or 100%.
- The AFC Youth Elite Scheme outlines Academy rating criteria of which Football NSW currently meet 8. Through the implementation of Club Standards this will increase to 47 of 59, or 80%.
- Alongside the implementation of Football Criteria, an increased focus will be placed on Technical Qualifications within our Junior & Youth programs. Football NSW appreciates that better coaches = better players and are at the coalface and most impactful role within our ecosystem.
- From 2025, the inclusion of Player Progression as a key performance indicator of programs encourages Clubs to view Player development as long term, not just short term or based on the performance of an individual at a point in time. The inclusion of retention and progression data for players will ensure we create a player centric approach.
- Disciplinary data has been included to ensure Clubs are accountable to their responsibility of creating fair, enjoyable and safe environments for minors and other stakeholders of the game.

## IMPLEMENTATION OF THE FRAMEWORK

- Football NSW assessments are undertaken by Club Development Technical Advisors, whom have undergone specialty training and hold minimum FA B Diploma coaching accreditation and Coach Education Tutor (CET) status.
- In Year 1 of the Participation Licence Clubs will be supported via a range of Club Capability Building workshops along with training and/or matchday visits.
- Club Championship points, Technical Qualifications & Player Progression components of the Club Standards will be recorded from Year 1 and included in the final assessment score for the Club.
- In Year 2 of the Participation Licence the allocated Club Technical Advisor will engage more deeply with the Club attending minimum three (3) training sessions and three (3) matchdays, alongside the review of the submitted Club material.
- The Year 2 Club Championship points, Technical Qualifications & Player Progression components of the Club Standards will be combined with those of Year 1 to establish the final assessment score.
- The standards rating stipulates best practice. Clubs are not required to comply with best practice, or 'gold' standard Bronze and Silver in the 2025-26 Licence period are viewed as a good and great level of development service respectively.
- Weighting has been established to reflect the importance of standards to the achievement of The Club Standards objectives.
- Standards will be reviewed bi-annually (August) and any changes approved by the FNSW Coaches & Technical Standing Committee and FNSW Board.



# ASSESSMENT

## KEY DATES

### YEAR 1

- Football NSW communication of criteria - 1/9/2024
- Club Technical Staff qualifications submission - 1/2/2025
- Leagues Compliance submission - 1/2/2025
- Player Progress data confirmation – 1/7/2025

### YEAR 2

- Club Technical Staff qualifications submission - 1/2/2026
- Leagues Compliance submission - 1/2/2026
- Club visits/meeting – Feb – July/2026
- Planning elements submission - 1/3/2026
- Player Progress data confirmation – 1/7/2026
- Final submission - 1/7/2026
- Preliminary Report submission to Club – 1/8/2026
- Final Report distribution - 22/8/2026

2025-26 Timeline	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25
Season Phase	Off season				Preseason		Competition Phase						Off season		
Club Development	Release of framework & criteria		Club Capability Building (CCB) workshop	Club Capability Building (CCB) workshop		Club visits & meetings Matchday assessments Feedback implementation & support cycle CCB workshops, webinars, TD meetings etc..							Trends identified & 2025 framework released		
League Compliance						Submission									
Club Championships													Final Standings calculated		
Football Criteria	Planning Delivery														
Technical Qualifications						Submission									
Player Progression											Confirmation				

2025-26 Timeline	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26
Season Phase	Off season				Preseason		Competition Phase						Off season		
Club Development	Trends identified & 2025 framework released		Club Capability Building (CCB) workshop	Club Capability Building (CCB) workshop		Club visits & meetings Matchday assessments Feedback implementation & support cycle CCB workshops, webinars, TD meetings etc..						Prelim. Report to Club	Final Report		
League Compliance						Submission									
Club Championships	Final Standings calculated												Final Standings calculated		
Football Criteria	Planning Delivery						Submission				Final submis.	Assessment			
Technical Qualifications						Submission									
Player Progression											Confirmation				

# CLUB REVIEW & APPEAL PROCESS

Upon receipt of the preliminary assessment and score, clubs can submit their review request with specific comments regarding areas they request a review of within 8 working days through the appropriate communication channels to the Head of Football Development.

If there is no review request, the club assessment score is set and final after the review timeframe has lapsed.

Upon receipt of the review request, the Club Development Unit will provide detailed feedback to the club regarding their request and communicate the revised or preserved score (final score) within 10 working days.

Clubs can appeal the outcome of the review within 3 working days to the Independent Appeals Assessment Panel, appointed by the Legal & Grievance Committee. The Independent Appeals Panel has 14 working days to respond and revise or preserve the score. As the process aims to lead to higher quality assurance for the youth development of Football NSW licence holder clubs the above process exhausts all review opportunities.

Once a party has exhausted all of their appeal rights, the determination of Football NSW is final and binding. There is no further right of appeal, and parties participating in the assessment process accept this statement as a term and condition of the assessment process. Any assessment feedback provided by Football NSW is confidential and must not be shared with any third parties.

## SPECIAL EXEMPTION REVIEW MIDSEASON

Football NSW reserves the right to conduct a mid-season or mid-Licence "exemption review" if significant changes are happening at the club and it has a significant effect on the delivery and quality of the club's program. Those changes may include but are not limited to:

- Changes in the assessment's non-negotiables
- Evidence of false and/or misleading information in the club's submission
- Evidence of bias or presence of prejudice in the club assessment process
- Notification regarding a criminal, child protection or fraud investigation occurring at the club
- Revoked licence agreement
- Newly appeared and significant football related challenges that lead to serious concerns regarding the delivery quality of the program
- Change of personnel at the club

## EXEMPTION REQUESTS

Clubs may apply for an exemption to be assessed in one or more specific areas that they can't objectively perform. An exemption request has to be submitted one month before the Final documentation submission deadline and has to be addressed to Football NSW Head of Football Development.

Exemptions are considered in case of objective inability or force majeure. Force majeure cases refer to an extraordinary event or circumstance beyond the control of the parties.

Clubs may be considered for limited exemption if they are newly included in a program and may not be able to demonstrate measures in continual assessment areas (ie. player retention for clubs offering their advanced program for the first time).

# WHAT ARE THE JUNIOR DEVELOPMENT LEAGUES

In 2024, the program name of Skill Acquisition Program (SAP) and Girls' Skill Acquisition Program (GSAP) will continue to exist alongside the implementation of the Club Standards & Benchmarking Framework. From 2025 onwards, these programs will become known as the Junior Development Leagues (JDL).

The age groups within JDL remain consistent and compete within modified playing formats of traditional football including modified field size, player numbers, rules and ball sizes.

JDL players fit within Football Australia's Skill Acquisition Phase of the player development pathway. The Skill Acquisition Phase focuses on individual player development and performance is assessed on player involvement, technical advancement, mental engagement and enjoyment of the game.

Clubs and JDL programs should be viewed in a similar way to the education system within Australia. Players within the 8 – 12 years age range are students within Primary & early High School with students developing across the below areas:

## EDUCATION SYSTEM & JUNIOR DEVELOPMENT LEAGUE

### EDUCATIONAL SYSTEM OUTCOMES

- Knowledge & understanding from the key learning areas
- Skills & competencies in communication, problem-solving, planning, organisation and research
- Safe & healthy lifestyles
- Core values
- Love of learning
- Care & respect for others
- Fairness and social justice
- Pursuit of excellence

### SKILL ACQUISITION PHASE OUTCOMES

- Understanding of the four core skills
- Individual technical development
- Enjoyment & love of the game
- Physical literacy skill development
- Decision making & problem solving
- Goal setting – Growth mindset
- Core values of the club/program
- Individually measured performance, not team based
- Non-linear development consideration

# VISION FOR THE CLUB STANDARDS & BENCHMARKING FRAMEWORK

The Football NSW Club Standards & Benchmarking Framework introduction aims to improve the club, player and coach development environments throughout NSW.

In 2024, a version of Club Standards was implemented across the Skill Acquisition Program (SAP). During this implementation, Football NSW had the expectation that very few Clubs would achieve a silver rating or higher.

In 2025, Football NSW will implement this current version of Club Standards across the Girls' Junior Development Leagues (formerly SAP) and Girls' Youth Competition Clubs.

Clubs are provided nineteen (19) months to finalise their submission of the Football Criteria outlined in Appendix 1. Throughout the process, Football NSW Technical Advisors will be on hand to support Clubs and their staff, including the delivery of Club Capability Building Workshops.

In 2025-26, the Junior Development League program & Youth League program of a Club will be assessed independently, resulting in two scores per Club. Much of the Football criteria documentation will apply and be consistent across both programs.

The 2025-2026 Girls' Youth Club Standards are anticipated to achieve a sound result, with the majority of Clubs falling within a score range of 45-65%. Likewise, the Girls' JDL is anticipated to result in Clubs achieving Bronze & Silver ratings.

Ahead of the 2027-2028 Participation Licence confirmation and declaration of Leagues, Football NSW will publish an updated Club Standards for the next phase of implementation.

In the 2027-28 phase, it is anticipated that the Girls' JDL and Girls' Youth will be assessed as a single program.

During this phase, it is anticipated that Clubs begin to show signs of progress with the majority of programs achieving scores of between 65 – 85%.



# FOOTBALL NSW

## CAPABILITY BUILDING

As part of Football NSW's commitment to capability building within our club environments, we will deliver ongoing workshops, presentations, webinars and events in addition to the ongoing Club visits during the season. Workshops will be accessible by different groups of people with some recognised by Football Australia to gain Professional Development points, whilst others provide an opportunity to share best practice and educate participants.

### **Club support & development**

Throughout the year, Football NSW will provide a range of Club support & development workshops. These will include the following at a minimum:

- JDL & Youth Club Information workshop
- Club Planning workshop
- Player retention workshop
- Technical Director / Head of Youth / Head of JDL workshop
- Matchday environment workshop
- Game Leader workshop
- Best practice sharing

### **Coach development workshops & support**

All coaches within a JDL environment will be able to access Football NSW and Football Australia offered courses, workshops and opportunities. These include, but not limited to:

- Advanced Coaching Courses; FA A, B, C Diplomas
- FNSW Advanced Coach Education Expos
- Football NSW State Coaching Conference
- Football NSW delivered workshops (CPD points attached)
- Football Australia Online workshops (CPD points attached)
- Coaching methodology in Junior Development
- Individual player development
- Reflection & self-evaluation
- Player wellbeing

These opportunities will be available in person and/or online. Please visit the Football NSW website for full details.

# COMMUNICATION PROTOCOL

Exceptional customer service is crucial for Football NSW and we intend to offer clear and direct communication lines within the Club Standards & Benchmarking Framework.

## Key contacts

The key FNSW contact for each club is their Club Development Technical Advisor who is supported by subject matter experts on coach education, talent development and other areas within the Club Development Unit.

The key contact on the club's side is the Club Technical Director (when applicable), Club President and General Manager/Head of Admin.

## Formal communication

The formal communication channels are the following:

Emails between the above parties – primary written communication tool for all questions, requests and video meetings (Microsoft Teams)

Sharepoint – primary knowledge base for assessment document submission, resources, working documents, surveys.

## Informal communication

Club Development is a highly collaborative process and it offers face-to-face communication opportunities via club visits, interviews, reviews and presentations. Training and game observations are also conducted at clubs.

The Club Development Technical Advisor has a record/log and feedback (if applicable) on the informal events.

Key club officials are provided access to the above mentioned formal communication channels. All official communication is required through those channels to make sure deadlines are met and requests are dealt with in a timely manner.

All assessment documentation must be submitted on Sharepoint via the FNSW Portal.

Professional courtesy and manners have to be maintained at all times. If points of difference arise during the assessment process, those debates always serve the best interest of the club and players' / coaches' development in general.

## Escalation

If, for whatever reason, either party feels the need to escalate a situation due to inappropriate or un-progressive collaboration and communication, the first point of contact will be the FNSW Technical Director.



## FALSE AND MISLEADING INFORMATION

The provision of false or misleading information by a club or Club Officials on an assessment submission, a Prescribed Registration form/document, in a written report or correspondence to FNSW, or via the FA on-line Registration system shall constitute Misconduct.

Football NSW reserves its right to investigate and place sanctions on a club and its licence and/or refer the matter to the FNSW General Tribunal.

Clubs must acknowledge that copying someone else's work, or part of it, is wrong, and that submitting identical work to others constitutes a form of plagiarism. If the exact work of another football organisation is used without reference and their approval, the affected assessment area is void or its point value can be reduced.

## Audit

FNSW reserves the right to conduct an audit without notice on all information provided by clubs – this may include, but is not limited to, any criteria set out in this Guide or the NPL/FNSW Licence Agreement.

## Participation Agreement & Licence Information

All other FNSW Participation Agreement & Licence Criteria that is not specifically spelled out in the Club Standards & Benchmarking Framework remains in force and applicable to the clubs at all times.

# DEFINITIONS

**Standard score** is the sum of the standard areas' individual score from 0 to 3 (0 non existent, 1 accepted, 2 expected, 3 exceptional) after each 0-3 value is weighted with a score multiplier (Scaled Average Weighting) based on the importance of the specific area.

**Board** means the Directors of Football NSW appointed or elected from time to time.

**Club** has the same meaning as 'Club' in the Football NSW Constitution, however, is specific to a club that has signed a Participation Licence and is competing in a FNSW League/Competition.

**Club Development** Football Australia and FNSW initiatives to build capacity at clubs to create better environments for their members, players and coaches

**Club Development Unit** Comprised of the Technical Department within Football NSW to predominantly support clubs' core technical programs

**Club Official** means any person involved with the administration, management or organisation of a club (whether paid or unpaid), including employees, contractors, directors, representatives and volunteers.

**Advanced Club Standard** Quality assurance process in line with Football NSW's right to investigate licensed clubs' program delivery and evaluate their reporting. It consists of planning, delivery, outcomes and non-negotiable measures and based on actual practices.

**Advanced Club Rating** One of the outcomes of the Advanced Standard Process featuring Gold, Silver, Bronze (Tier 1) or Development Committed (Tier 2) ratings for clubs' programs.

**Coach** Any person with the required qualifications registered with Football NSW to control a football team's training and match performance.

**Competition Regulations** means the Rules which apply to the National Premier Leagues and Football NSW competitions and/or Leagues, administered by Football NSW for Men's Football, Women's Football, Youth and Junior Football, as amended and updated by Football NSW from time to time.

**Competitions** means any or all of the football matches or competitions conducted by Football NSW.

**Division** means a particular age group or level within all Football NSW competitions.

**FA** means Football Australia Limited, the governing body for football (soccer) in Australia.

**FIFA** means Federation Internationale de Football Association, its successor or assignee.

**FNSW** means Football NSW Limited.

**League** means a competition conducted by Football NSW comprised of specific gender and age divisions, as declared by the Football NSW Board.

**NPL (National Premier Leagues)** National Premier Leagues Men and Women

**NPL/NPL Women's Licence** means the non-exclusive licence agreement entered into by a club and Football NSW for the club to enter teams into the NPL/NPL Women's Competitions/Leagues.

**Misconduct** is defined as unsporting, rude, offensive, or aggressive behaviour against officials, players, coaches, or fans.

**Regular Season** means the time and Competition Fixtures between the first and last round of the relevant competition in addition to any Play off Matches required for the league in question.

**Regulations** means the Football NSW Official Regulations published each year.

**Scaled Average Weighting** is a score multiplier (from 1 to 10) based on NSW based state and club technical directors' recommendations to reflect on the importance (weighting) of each area within the advanced club standards.

**TD Club Technical Director** The main technical manager of the club responsible for player and coach development and the management of the club's technical program

**Team** means a football team entered by a club to play in Football NSW Competitions.

**Team Official** means any person involved with the management, preparation or participation of a team (whether paid or unpaid), including the coaches, managers, medical staff, other support staff or any other person acting for or on behalf of a club.

**Tribunal** means the specialist, independent panel of appointed members that hears and determines allegations of misconduct. Tribunal cases may include on field misconduct, Suspensions and Member Protection matters, and /or other Misconduct offences as warranted by Football NSW to the jurisdiction as prescribed by the Football NSW By-Laws. References to the Tribunal may be a reference to the first instance panel, or Appeals Board, as relevant in the circumstances.





# APPENDIX 1

## Club Standards Overview - Girls' Youth League



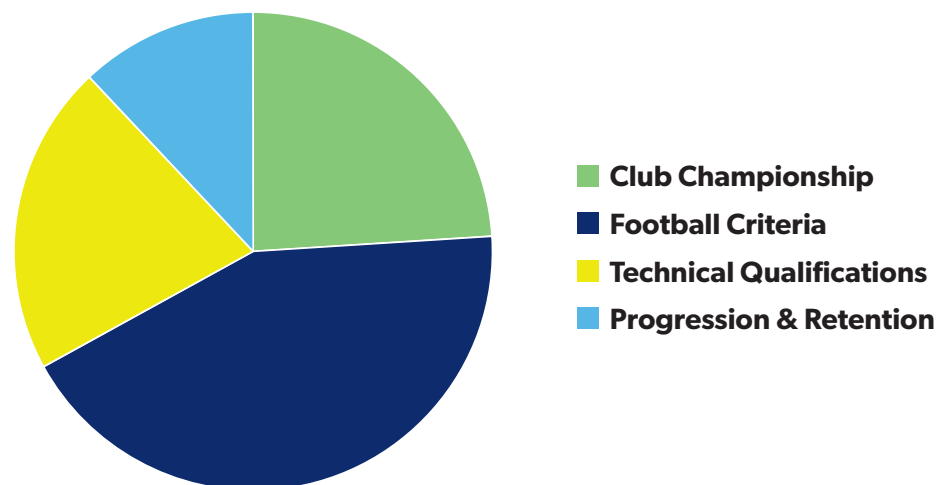
# CLUB STANDARDS OVERVIEW

The Club Standards & Benchmarking Framework will be implemented across the Girls' Youth Leagues in 2025 & 2026 as per this document.

The Girls' Youth League program within each Club will be assessed individually for the 2025-2026 Licence period.

***The Club Standards is comprised of five components:***

STANDARD	DESCRIPTION
League Compliance	This component does not hold a weighting. If Clubs fail to meet requirements, points will be deducted as per the below table.
Club Championship	24%
Football Criteria	43%
Technical Qualifications	21%
Progression & Retention	12%



# LEAGUE COMPLIANCE

Clubs must meet the relevant requirements for participation within the corresponding league for 2025 – 2026. Failure to adhere to the requirement will result in a sanction of minus two (-2) points of the overall assessment score, to the maximum of 10 points.

REQUIREMENT	EVIDENCE	GYL1	GYL2	SANCTION
Train 3x per week. 75 - 90 minutes min.	As per Annual Plan (Football Operations)	Yes	Yes	-2
Season length - 40 weeks	As per Annual Plan (Football Operations)	Yes	Yes	-2
No external coach use (ie. private academies)	Coach contracts provided	Yes	Yes	-2
Scholarship positions	As per Athlete Wellbeing (Player services)	Yes (4+)	Yes (1-3)	-2
Safe to play criteria - WWC#, Child protection policy, MPIO, game time policy	As per Safe to play (Player services)	Yes	Yes	-2
All coaches registered on PlayFootball	As per Technical Qualifications	Yes	Yes	-2
Fielding all teams, meeting min. squad size	As per FNSW Participation agreement	Yes	Yes	-2
Technical Director appointed	As per Technical Qualifications	Yes (Individual role)	Yes (Individual role)	-2
Coach Contracts	Evidence submitted	Yes	No	-2
Zero mandatory additional charge to participants		Yes	Yes	-2
Attendance at FNSW YDL events	As per FNSW events attendance list	100%	75%	-2
Facilities - home ground	As per Training #1 assessment	7+	4-6	-2
				<b>TO A MAXIMUM OF MINUS 10 points</b>

# FOOTBALL CRITERIA - PLANNING

YOUTH DEVELOPMENT PLAN	EXPLANATION	EVIDENCE PROVIDED	ASSESSMENT	WEIGHTING	MAX POINTS
Mission, Vision, Philosophy	<p>Club's Mission encompasses its role within the community and service of its members. It appropriately matches its current service delivery method. It clearly articulates its place within the football ecosystem, including opportunity for future development.</p> <p>The Club's Vision sets a clear pathway for deliverables to achieve the required outcomes in a multi-year plan. This multi-year plan includes technical, operational and financial goals. The Vision shows foresight into the future game and identifies how the club can adapt in changing circumstances and where it can take advantage of future opportunities.</p> <p>The Club's Philosophy provides a clear set of guiding principles and beliefs that will assist with the conduct of future behaviours. The Philosophy set out has good relevant detail and sets a good foundation for learning and development.</p> <p>It encourages motivation and allows goals to be set against a clear pathway to success. The Philosophy for the academy pathway is grounded in individual player development. The planning and delivery of technical programs promote individual player development over all other outcomes.</p> <p>The content of the V/M/P from a technical perspective considers the growth of the game and the club. It allows for growth across a multidisciplinary approach. The club's philosophy represents its members, community, and historic background appropriately.</p> <p>Values are consistent across all operations; this is evident in club documents and planned delivery and align with the local football community. Values are easily seen to be aligned within practice and behaviours.</p>	Electronic submission	0 to 3	2	6
Long - Term Athlete Development Goals	<p>There is detail found within the club's long-term athlete development framework. The Long-term development outcomes align with an evidence base which is referred to. The program is holistic in their nature and allows for individual differences to be harnessed within a common road map to success.</p> <p>The program goals listed are appropriately matched to windows of learning / development. These should ideally encompass each aspect of the players: Physical / Technical Tactical / Psychological and Social.</p> <p>The club has a detailed method around retaining and releasing players and has this process clearly detailed to all members. Ideally in younger ages a patient approach to player development which is focused on long term agreements. Player retention is planned to be high, and a clear process is identified for how this addressed when/if there is a cohort that has a lower than anticipated retention rate.</p>	Electronic submission	0 to 3	2	6
Playing style & Player profiles	<p>Player Model is based on clear principles throughout the main moments of the game while informs players about their roles in a dynamic context. The model is clearly designed to get all team coaches on the same page, and it is made relevant to the ages and stages it is delivered in with video examples provided. The player model is a living document evolving but always supported by an evidence base with clear rationale behind the approach taken. Specifics are given for the context of the program; JDL and/or Youth.</p> <p>Detail is evident throughout the player development pathway in relation to the player model. There is a logical / methodical process applied to how it is conveyed within the phases of development at the club. The playing style allows the development of fundamental characteristics for what type of player the club want to produce – and there is no contradiction about it.</p> <p>The playing style is understood throughout the club and is evident in the framing of all sessions as they are delivered. This includes unit or individual player session planning. The playing style allows for the development of adaptable players and is not based around formations or systems but more around behaviours and relationships within units.</p> <p>Technical directors not only articulate and explain the player model, but also are able to measure the success and stage of how coaches and teams are implementing it within the club.</p> <p>There is a clear link to the Individual Development Plans (IDP) for players.</p>	Electronic submission	0 to 3	2	6

Coaching Methodology Principles	<p>The club's beliefs on how coaching should be implemented to achieve positive changes in their players' behaviours. It includes coaching related but also pedagogical principles, and they align with an evidence base approach to teaching &amp; learning. Each stage of development is considered.</p> <p>The detailed document focused on preferred coaching principles within the club for the relevant ages / stages of delivery includes a variety of contexts such as team session / GK training / small group unit work / rehab sessions etc.</p> <p>The coaching principles are communicated clearly with reference to how and when they should be delivered. The coaching methodology allows for a holistic approach to player development. It is acknowledged that game day / training management has a clear influence on creating exciting players that can play in a variety of positions / roles.</p> <p>There is evidence of planning for coaching methodology principles to be supported by coach mentoring and informal coach education including model session delivery from either the Technical Director or industry expert.</p> <p>There is consultation / coach 'buy in' to the dissemination of suitable information for coaching methodology. There is club-wide understanding of these principles and education of players / parents might be necessary about the way the program is delivered.</p> <p>Connection to the Club Coach Development Plan.</p>	Electronic submission	0 to 3	2	6
Talent Development	<p>The Club outlines in depth their talent development philosophy, with preference towards a player centric environment of individuality within a team context. The Club should outline its ambition of its players throughout each stage of their development journey, including the Clubs stance to retention, progression and involvement with talented player programs.</p> <p>In the Junior &amp; Youth stages of development the Club is encouraged to link this back to the long term goals and player profiles to define success of their completion, not short term wins as a singular metric.</p> <p>Development should be holistic for the players including their positional development, biological maturation and birth quartile considerations and expectations set across the program for each.</p>	Electronic submission	0 to 3	2	6

FOOTBALL OPERATIONS	EXPLANATION	EVIDENCE PROVIDED	ASSESSMENT	WEIGHTING	MAX POINTS
Annual Plan	The Club has a documented, detailed season Calendar of a minimum of 40 weeks duration outlining Pre-Season, training cycles, match dates, player education workshops, player reviews, Season debriefings and other coordinated meetings with players, parents and Coaching Staff. Ideally, the Club includes Pre-Season/Off-Season cycles effectively into the Season Calendar to extend for longer planning and more time to develop. Inclusion of workshops, IDP review periods and parent engagement should be included.	Electronic submission	0 to 3	1.5	4.5
Training Schedule and System	The Club has a documented, detailed plan outlining all session times and location for ALL teams and beyond to include specialist unit, including GK training, and individual sessions. The training times are structured so that they utilise maximum staffing and the Technical Director's availability, with a minimum 3 trainings per week. The training system may include, meeting times or placeholders for video analysis, match reviews, tactical, physical, psychological or wellbeing education workshops. It is the club's responsibility to have a weekly update of the schedule as the execution of this plan can be observed at FNSW club visits. FNSW expect minimum field allocation to be adhered to as per the League Compliance criteria.	Electronic submission	0 to 3	1.5	4.5
Attendance register	The club has a well-planned method for attendance recording and the data handling process allows for coaches and technicians easy access to appropriate information. Attendance is recorded and has detail around the reasons for absence that may trigger follow up services or actions for players. A log / record is kept up to date and accessible for the TD to resolve any issues around game time, player selection or general adherence to club training policies. The attendance record may be linked to the player welfare tracking at the club. This may lead to red flag systems for social and psychological support. Pre-planned absences are logged and fall into a full season training plan. The attendance register may also form part of a critical review of training programs and athlete outcomes. Values around athlete adherence to the training program can be gathered. It may be that operational processes at the club could also be improved through analysis of training start and finish times. This is particularly important for GPS effected football players.	Electronic submission	0 to 3	1.5	4.5
Game time record	The club has a detailed policy and process for logging players game time. Coaches and the TD can access this information freely and it is updated regularly after each game week. The game time data displays all of the useful information that can be then used to inform future decisions around the long-term development of the athlete. The game time recording can be seamlessly drawn into player's individual reports and learning plans. The information is used to shape future placement in squads and gameday minutes for the individual players. The game time log may also provide detail into what position was played. Game time records are also used for Player assessment and judgement around retain release. Game time records are used to assess players development and performance in line with the what has been planned for game time in each age group. Data gained from this tracking may also be used to shape this planning and if needed the arranging of additional games through friendlies.		0 to 3	1.5	4.5
Player (Parent) workshop	The club has a planned schedule of player/parent workshops throughout the season. They are blocked into the season calendar and gives access to all players throughout the club. The content and topics for the workshops are relevant and appropriate for the ages and stages they are for. The content is easily understandable for players they are designed for, and they allow for future development in the topic area. Leading industry experts may be involved in some or all the delivery of workshops / seminars. Players may be encouraged to complete follow up tasks. The club may have some wet weather educational material that they can direct players and parents to - AIS website for example. Use of online platforms such as Zoom may have been planned for future references. Evidence given of dates or slides from presentations - Quarterly delivery as a minimum.	Electronic workshop	0 to 3	1.5	4.5
Wet weather plan	The Club should have a documented plan for wet weather field cancellations to ensure football contacts can still occur. This may be adjusting session field space to allow for teams to train, moving to another venue, relocation into a room for player workshops, video analysis, online video team call etc.. The Club should provide evidence of the plan and collateral such as presentation slides.	Electronic workshop	0 to 3	1.5	4.5
Members Experience Survey	The Club has shown there is evidence that feedback has been collected and used to improve areas of the program	Electronic Submission and supporting documentation	0 to 3	1	3



PLAYER SERVICES AND SUPPORT	EXPLANATION	EVIDENCE PROVIDED	ASSESSMENT	WEIGHTING	MAX POINTS
Player / Parent Education Seasonal Plan	<p>The Player/Parent educational seasonal plan is thorough and details all of the required content with context that will be required for the remainder of the playing season including operational, technical, medical, child protection and complaint resolution procedures. The plan covers all age groups between U9 to U13, it might be delivered separately for different age groups. The club demonstrated when the events happened and presented slides to support the events. There is a comprehensive communication that sets out guides and plans for training and games. Lines of communication, grievance / whistleblowing processes are communicated along with child protection and serious complaints procedure. The communication process sets out protection for players, parents and coaches in terms of how and when dialogue is appropriate. Player welfare officer is introduced and made available. Codes of conduct are detailed and logged along with any biometric data. Players medical screening is completed with follow up plans for prehab / conditioning programs for pre, competition and post season phases. Injured players understand in- season medical support and Return To Play protocols. Players are completely comfortable in the organisation for their season - they know where to be and when and are provided with information about the equipment they will receive or need to source. For both Players and Parents, the clubs aims, Vision and Philosophy should be acknowledged. The technical director explains the programs key details: playing style/team model, training days, coaching staff, methodology, workload tracking, expectations and feedback procedures with dates. Board and committee members might set out details for the club's yearly plan and constitutional matters. There is appropriate consideration made for JDL age groups in this communication piece - that informs the season ahead as well as fixtures. Moreover, in this space there is key information that relates to child protection matters such as whistleblowing and appropriate reporting. The club may also consider making sure that all drop off and pick up procedures are clearly articulated.</p> <p>Additional parent workshops to the introduction workshops will be positively graded.</p>	Electronic submission	0 to 3	1	3
Individual Development Plans & Goal Setting	<p>The club has a detailed plan for goal setting for players that are regularly updated with player and coach input. Players have a clear input into their goals, and they are regularly reminded about them within a process driven fashion. The Framework should allow to set up S.M.A.R.T. goals with mastery and improvement-based targets. Coaches can 'screen' the goals with input to keep them realistic. The goals should be linked to players Individual Learning Plans while this document considers a broad range of actions to make it attainable and appropriate to everyone. The club also has a clear and well-developed strategy for developing individuals within their program. 'The Player is the Project' and not the development of team models the Team is the vehicle to develop the individual based on their needs. The club may use a variety of tactics to ensure this is the case. This may be in the forms of individual sessions / small group / position specific training to ensure that there is a high level of differentiation in sessions that are linked back to IDPs. The most appropriate execution of the IDP also creates physical / social / psychological / technical / tactical development plans to effect players in many ways. This holistic approach is well understood by all coaching staff and is practiced continuously - it is linked back to the club values, player development outcomes, not just words. This approach is followed through for Goalkeepers too with IDP and goalsetting heavily prevalent in their session planning and delivery. The IDP provides an action plan and opportunity for progress checking with built in follow up protocols. The IDP's are age relevant and not a one size fits all, e.g., younger players more coach led, older players player led.</p>	Electronic submission	0 to 3	2	6
Safe to play	<p>Safe to play ensures the Club has met all League Compliance criteria outlined, including child protection requirements, policies, MPIO person in place, complete working with children check register (Office of the Children's guardian). This is to be supported with evidence of coach/player/parent signatures.</p> <p>The Club also has a published Game Time policy.</p>	Electronic submission	0 to 3	2	6
Athlete Wellbeing Support	<p>The club has a clear and detailed child protection policy that is understood and signed off by all staff and volunteers at the club. A club welfare officer is allocated - this person has meaningful credibility (qualification/experience within welfare and Working With Children) in this field and has a direct and proper communication line/process to recognised authorities. Athlete wellbeing strategies are holistic and follow a bio-psycho-social philosophy. This recognises that clubs can support members in various dimensions of wellbeing such as physical, psychological, social, cultural/spiritual, career/education, financial, community and environmental. Wellbeing strategies are proactive, evidence-based, reflect the needs of athletes and are measured to track the effectiveness and progress of the initiatives. Athletes are treated holistically on and off the field, recognising that external factors will place pressure on an athlete's performance and supporting wellbeing enables athlete development in the high-performance environment. Opportunities to develop personal strengths and qualities in leadership etc. are planned for in a comprehensive approach. Career and education development is supported through firstly a recognition of these factors and secondly support mechanisms for players - especially at 'pinch points' of academic pressure. WWC Register is maintained and easily accessible to members. New members of staff have their WWC verified before employment begins. Team Managers - must have WWC checks. The club has a mental ill-health referral process for all members. Within this process members can access best practice mental health information advice and services. These may not necessarily be at the club in house but there is a seamless direction to services and recognised support in this area. Triggers for this support are automatic within the player contact at the club.</p>	Electronic submission	0 to 3	1	3

Video analysis	Video analysis takes place at the Club and is part of the Annual Plan. There is detail around the process of filming, storage and distribution to relevant stakeholders. The Club is able to demonstrate how the video analysis is used to support coach and player development in the Club, with practical examples throughout the season. Video analysis should be connected with IDPs and the expansion of the Playing style & player profiles.	Electronic submission	0 to 3	1	3
Non-playing development (Youth league only)	The Club implements educational opportunities for its players in the Under 16 + age groups to engage with coaching, club administration and refereeing. Clubs coordinate the delivery and accreditation of its players to achieve the relevant accreditation.	Electronic submission	0 to 3	1	3

COACH EDUCATION AND SUPPORT	EXPLANATION	EVIDENCE PROVIDED	ASSESSMENT	WEIGHTING	MAX POINTS
Coach Development Plan	<p>The Club conducts a Coach Induction at the commencement of the season which includes the presentation of the Youth Development Plan, Football Operations and player services of the Club. Coaches are provided position descriptions and understand their responsibility in the role, including safe guarding requirements.</p> <p>Coaches have their own individualised development plan. They are crafted with the help and input of the TD and the coach being developed. They work together to form a plan of action on a tailored coach education plan. Coaches are given an initial appraisal form in which the detail information (self-reflection) on where they believe their delivery to be at. Coaches are then given a plan that is a mix of informal education on the job by the TD or head of coach education. The club may employ someone separately to hold the position of head of coach education. In line with player feedback dates, coaches are also given formal feedback and appraisals. The agreed action plan off the back of each appraisal may consist of informal in-house training or more formal coach education. This may be again a mix of internal and external delivery. There is promotion from within the club or acknowledgment of losing talented and better educated staff to other clubs / organisations if they cannot develop their pathway at the current club.</p>	Electronic submission	0 to 3	3	9
Professional Development	The Club delivers on the Coach Development Plan with detailed timelines for Coach Individual Development Plans (IDPs), including a framework of SMART goals, improvement based targets, input by Technical Director, reflection by coach. These are age / stage appropriate for the age group the coach is within. Any additional IDP will be viewed favorably and includes evidence of its implementation and improvement plan for the coaches in line with the coach development plan and Club MVP, YDP and long term development goals.	Electronic submission	0 to 3	3	9

YOUTH TECHNICAL STAFF QUALIFICATION	0	1	2	3	ASSIGNED VALUE
Technical Director	C Diploma	B Diploma	A Diploma	Pro or A License + Territory related qualification	1
Head of Youth	C Diploma	B Diploma	A Diploma	Pro or A License + Territory related qualification	1
Youth Goalkeeper Coach	None	Foundation of Goalkeeper	C Diploma GK	-	1
Video Analyst	No Formal Qualifications / no experience	Little to no experience in the field, but may have some formal Coaching Qualifications.	Experience with sports analysis platforms. Some sports formal qualifications. May not have any Coaching qualifications or background. Only experienced in either filming / analysis or presentations.	Sports Degree if available. Experience in Coaching with some formal Qualifications. Experience working with the main platforms Hudl / Sportscode / Dartfish (or different). Experience in filming to presentation and delivery.	1
U14 Coach	Foundation	C Diploma	B Diploma	A Diploma	1
U14 Coach Asst.	-	Foundation of Football	C Diploma	B Diploma	1
U15 Coach	Foundation	C Diploma	B Diploma	A Diploma	1
U15 Coach Asst.	-	Foundation of Football	C Diploma	B Diploma	1
U16 Coach	Foundation	C Diploma	B Diploma	A Diploma	1
U16 Coach Asst.	-	Foundation of Football	C Diploma	B Diploma	1
U18 Coach	Foundation	C Diploma	B Diploma	A Diploma	1
U18 Coach Asst.	-	Foundation of Football	C Diploma	B Diploma	1

SUPPORT STAFF QUALIFICATION	0	1	2	3	ASSIGNED VALUE
Strength & Conditioning	None.	Formal, non-tertiary	Currently studying Sports Science/ Medicine Bachelors degree	Completed degree + experience.	1
Asst. S & C	None	Formal, non-tertiary	Currently studying Sports Science/ Medicine Bachelors degree	-	1



SCHEDULED TRAINING PROGRAM ASSESSMENT	EXPLANATION	EVIDENCE PROVIDED	ASSESSMENT	WEIGHTING	MAX POINTS
Training Plan Recording	All training plans for academy age groups are recorded in a centralised location, the plans are available for the Technical Director to review, and they display a consistent approach. Coaches can access other age groups practices and the records enable knowledge sharing. There is evidence of hosting/attending different game format gala days as referred to in planning (depending on date of assessment we may have to wait until gala day complete before giving marks for this area).	Club visits and supporting documentation	0 to 3	1	3
Training Delivery Observation	<p>Access to session plans and training schedule is required. It will be observed during club visits if the planning, preparation, conduct and evaluation of training aligns with the club's vision, philosophy, and coaching methodology. On a practical level: A high level of detail is evident in the delivery of the session and coaches demonstrate the following or above and beyond.</p> <p>Session is planned with a specific technical and or tactical outcome to meet individual/team needs i.e., Core Skill/Football Problem/ Opportunity (5W's).</p> <p>Session preparation and organisation is executed in a timely manner, uses appropriate field space, equipment and utilises available staffing efficiently.</p> <p>Session management: appropriate timing spent on and flow between components, ability to adapt and modify practices to meet individual/team needs.</p> <p>Interventions are based on a high level of football knowledge and observational skills. Interactions and feedback with players is timely, affects most players' learning and age and stage appropriate to meet individual/team needs.</p> <p>Session evaluation is conducted and engages players and staff in a variety of ways to reflect on session delivery and learning outcomes.</p> <p>The appearance, behaviour and overall conduct of the coach aligns with clubs' values and beliefs.</p> <p>Full marks are awarded if coaches have demonstrated the above traits consistently and their delivery is in line or advancing the club's coaching methodology. The club is encouraged to provide access pre-visit to the club's session library and planned training sessions are in line with cycles and stored and shared electronically to assist other coaches' learning. Skill acquisition / Game Training and Performance phase coaches adhere to the detailed coaching methodology in terms of intervention, interaction and general practice.</p>	Club visits and supporting documentation	0 to 3	2	6
Technical Director / Head of GYL Interaction Observation (training)	The Technical Director/Head of GYL is the guardian of the Club's Coaching Philosophy and Methodology and actively interacts and supports the club's technical staff and does not coach individual teams themselves. The forums of a positive and engaging Technical Director/Head of GYL interaction in the club environment are: 1.) 1on1 meeting and mentoring of Coaches, 2.) Coaches' workshops and regular meetings, 2.) Training observations with formal or informal feedback, 3.) Model sessions or best practice observations of external presenters. During these occasions, the Technical Director displays: a.) Outstanding football knowledge with the intent to share (to create a learning environment), b.) The ability to care (about coaches, players), c.) The ability to ask questions and guide Coaches, d.) Advanced communication skills (ability to engage and tell the story). There needs to be consideration with the above points in relation to the GYL. This may be through direct contact by the TD/Head of GYL to the GYL groups or via management of this area through a GYL director or lead coach.	Club visits and supporting documentation	0 to 3	1	3
Coach Interaction Observation	No submission required. It will be observed during club visits when the coach interact with players and his/her staff members. This area looks to assess the interaction of coaches before, after and during training sessions and team meetings. This evaluation is about the human side of coaching and leadership that goes beyond the technicalities. From the start of the session to the close – how they set up the environment and generally affect player behaviours and actions. The following essential traits for successful coaching interactions are to be observed at trainings or team meetings. 1.) Clear and concise communication to deliver key messages, 2.) Ability to ask questions and guide players, 3.) Appropriate manner and tone, 4.) Skill to find the balance when to motivate, influence and inspire, 5.) Creates a learning environment where players are engaged (intrinsically motivated) and included, 6.) Positive interaction with team members and club technical staff to exchange ideas, share knowledge or ask advice. Full marks are allocated if the different coaches have showcased most of the above traits consistently in different environments or go above and beyond. The above interactions from the coach must be relevant to the age and stage of the player.	Club visits	0 to 3	2	6
Facilities	More than 6 of the following - Access to pitch with suitable playing surface / Changing and toilet facilities / Ambulance access / Toilet facilities for spectators / Undercover seating for spectators / Disabled toilets / Off street car park / Pitch fenced off / Access to wet weather alternative venue.	Club visits	0 to 3	1	3

MATCH DAY OBSERVATION	EXPLANATION	EVIDENCE PROVIDED	ASSESSMENT	WEIGHTING	MAX POINTS
Coach Interaction Observation (match day)	<p>Training observations will be taken into consideration when assessing match day coaching to assess the transfer and consistency of learning outcomes and priority of long-term player development. The planning, preparation, conduct and evaluation of Matchday aligns with the club's vision, philosophy, and coaching methodology.</p> <p>The following essential traits are to be observed consistently at trainings, games, or team meetings.</p> <ul style="list-style-type: none"> <li>• Match day is planned with a specific technical and or tactical outcome to meet individual/team needs.</li> <li>• Matchday preparation and organisation is executed in a timely manner, warmups use appropriate field space, equipment and utilise available staffing efficiently.</li> <li>• Ability to adapt and engage players through a variety of methods and technology pre/during or post-game.</li> <li>• Interactions and feedback with players are age and stage appropriate and include team and individual tasks linked to learning outcomes.</li> <li>• Appropriate manner of tone and body language are used when interacting with players</li> <li>• Appropriate timing and ability to motivate, influence and inspire players.</li> <li>• Positive interaction with team members and club technical staff to exchange ideas, share knowledge or ask advice.</li> <li>• Positive interaction with officials, opposition staff and players.</li> <li>• Match Day evaluation is conducted and engages players and staff in a variety of ways to reflect on performance and learning outcomes.</li> <li>• The appearance, behaviour and overall conduct of the coach aligns with clubs' values and beliefs.</li> </ul> <p>Three points are allocated if coaches have showcased all the above traits.</p>	Club visits	0 to 3	2	6
Adherence to Club's Player Model	<p>The junior/youth teams at the club consistently and clearly follow the club's Player model. The clubs playing ethos and methods come to the fore during all stages of the game. All team's adherence to the player model is unwavering from uncontrollable incidents in the game eg. scoring, conceding goals, red cards, crowd etc. If the teams being observed were in a blank playing kit the style of play would communicate to the observer, the club's origin of playing style and player model. Key factors in the 4 core skills are present for most of the game and across most if not all age groups. Players actions or at least intentions are replicated based on what has been planned within the club's YDP and player model. Coaches on game day refer to this 'method' and are generally concerned with adherence to this model above any other actions from players. Players and coaches have an entrenched position on the principles of the player model no matter the formation or 'state' of the game.</p>	Club visits and supporting documentation	0 to 3	1	3
Technical Director/ Head of GYL Interaction Observation (match day)	<p>The TD/Head of GYL is always present at game day delivery across all phases at the club. They are a positive influence on coaches' players and staff. The TD/Head of GYL can influence coaches' behaviour and imparts appropriate and timely knowledge of the club's expectations (from the YDP). They are often able to assist coaches and players across the game day and have an influence on the pre, during and post-game education for players. They may sit on the bench with the team coach to advise or organise video recording the make sure no learning moment is missed. After the game, the TD/Head of GYL has a formal debrief with staff (doesn't have to be on the day). Individual player development is the focus of the TD ensuring as best he can that a development aspect is the key outcome of the day. They may also be a key line of communication / safety for visiting referee officials and ground staffs. The TD/Head of GYL is fully aware of all the events of the day and upholds the spirit of the game, professional conduct and a general good experience by all involved.</p>	Club visits	0 to 3	2	6
Player Behaviours	<p>Individual player develop is key to the club's delivery of game day. This is demonstrated through the coach's ability to link the game day experience back to the IDP or focused learning for the individual player. There may be individual targets that fall in with Unit targets or indeed team targets but there is a clear understanding for each player what they should be working on in the game. The outcome and state of the game may slightly alter how this effects the players tasks but there is always a mainstay of individual player focus. Player behaviours in the game are clearly linked to what has been asked of them / planned by themselves. There is evidence of pre planning with visual cues or targets. The way this is conveyed to players is with clarity and does not limit players COGNITIVE LOADING. There is also evidence of post-game review or planned review - both objective and subjective linked back to their targets. Players generally conduct themselves in the appropriate spirit of the game and look to build upon a season long approach to development rather than just simply winning a one-off game.</p>	Club visits	0 to 3	1	3
Parent / Crowd Behaviour	<p>The Parents/crowd are encouraging and supportive, with no sideline coaching, no shouting towards referees, or opposition team members (players, officials, parents/crowd). There are clearly identified match officials who positively and actively communicate with the parents/ crowd from their own side.</p>	Club visits	0 to 3	2	6
Facilities	<p>More than 6 of the following - Access to pitch with suitable playing surface / Changing and toilet facilities / Ambulance access / Toilet facilities for spectators / Undercover seating for spectators / Disabled toilets / Off street car park / Pitch fenced off / Access to wet weather alternative venue</p>	Club visits	0 to 3	1	3

# PROGRESSION & RETENTION

PLAYER DEVELOPMENT OUTCOME	EXPLANATION	EVIDENCE PROVIDED	ASSESSMENT	WEIGHTING	MAX POINTS
Player progression	Using registration data, FNSW will request the Club to verify the progression of players from the previous year to current year to determine how many may have progressed to a Club in a higher tier and/or joined an APL Academy. Points will be awarded for ranges of this occurring.	FNSW sourced. & Club verified	0 to 3	1	3
Pathway programs	Football NSW will request Clubs to verify data of its players involvement within Football NSW talented player pathway programs, including Talent Support Program (TSP), National Youth Championships selection & Talent Development Scheme (TDS) matches.	FNSW sourced & Club verified	0 to 3	1	3
National team representation	Clubs are to submit evidence to Football NSW of its players involvement in National team training, tournament and camps. This includes Under 17, Under 19, Under 23 and Senior national teams. This field only applies to Youth aged and team-mapped players, not Senior players within the Club. This extends beyond the Australian national teams.	Club evidence supplied	0 to 3	1	3
RETENTION RATES	EXPLANATION	EVIDENCE PROVIDED	ASSESSMENT	WEIGHTING	MAX POINTS
Player Retention	Football NSW will source data and request the Club to verify its player retention. Assessment score will be allocated based on the percentage of player retention.	Electronic Submission	0 to 3	1	3
Coach Retention	Football NSW will source data and request the Club to verify its player retention. Assessment score will be allocated based on the percentage of coach retention.	Electronic Submission	0 to 3	1	3
Bonus points	Bonus points will be awarded for females participating within the Mixed / Male program to encourage Clubs to retain strong female players within the Mixed/Boys pathway.	Club evidence supplied	1 – 2	1	2

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