

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	SUPPORTING COMMUNITY FOOTBALL	ENHANCING COMPETITIONS	PRODUCING FOOTBALL TALENT	PROVIDING LEADERSHIP
Capitalise on the hosting of the 2023 FIFA Women's World Cup to leave a legacy for female football	Achieve 75% retention rate by supporting our members to deliver positive football experiences for all participants	Delivering quality competitions for all participants and supporters	Average 45% selection for national teams by providing development opportunities through our high-performance pathways	Being collaborative, transparent and ambitious in the governance and operations of the game

HOW WE DO IT INTEGRITY, TENACITY, INCLUSIVITY, RESILIENCE

FOOTBALL NSW ECOSYSTEM

2025

ORGANISATION

ASSOCIATIONS
31
(15 Metro / 16 Regional)

JDL PROGRAMS
65
(Mixed & Girls)

YOUTH LEAGUE PROGRAMS
47 BOYS
28 GIRLS

SENIOR PROGRAMS
47 MENS
28 WOMENS

PLAYER PATHWAY

LEVEL	9-13 YEARS	14-18 YEARS
Community Football	81,136	38,555
Junior Development League	4,330	-
FNSW Youth League	-	6,638

COACHES
19,803

REFEREES
6,306

VOLUNTEERS
19,648

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

GYL1 / NPL	Under 14	Under 15	Under 16	Under 18	Under 23	First Grade
GYL2 / League 1	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.

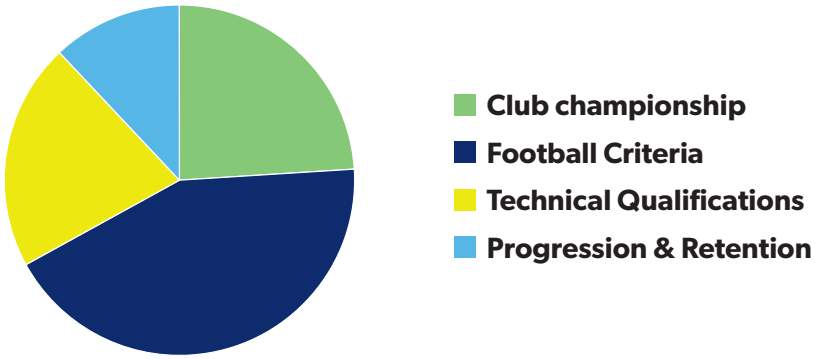
The Girls' Youth league program within each Club will be assessed individually for the 2025-2026 Licence period.

THE CLUB STANDARDS IS COMPRISED OF FIVE COMPONENTS:

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

STANDARD	DESCRIPTION
League Compliance	This includes minimum requirements for participation in each league. i.e. Minimum of three training sessions per week.
Club Championship	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.
Football Criteria	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.
Technical Qualifications	This component incorporates the technical qualifications and appointment of staff, including disciplinary, across the two year period.
Progression & Retention	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



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	EVIDENCE	GYL1	GYL2	SANCTION
Train 3x per week. 75 - 90 minutes min.	As per Annual (Football Operations)	Yes	Yes	-2
Season length - 40 weeks	As per Annual Plan (Football Operations)	Yes	Yes	-2
No external coach use (i.e. private academies)	Coach contracts provided	Yes	Yes	-2
Matchday Medical Provision	As per FNSW competition regulations	Yes	Yes	-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
Club Technical Director appointed	As per Technical Qualifications	Yes (Individual role)	Yes (Individual role)	-2
Coach Contracts (Provided by Date of Club Documentation Submission)	Evidence submitted	Yes	Yes	-2
Zero mandatory additional charge to participants		Yes	Yes	-2
Attendance at FNSW Club Capability Building workshops	As per FNSW events attendance list	75%	50%	-2
Facilities - home ground (minimum criteria)	• Access to pitch with suitable playing surface • Player changing and toilet facilities • Pitch fenced off	Yes	Yes	-2

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.

			REQ. BEING MET	
RESEARCH	**REQUIREMENTS**	**RELEVANT TO FNSW**	**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 x2
- Matchday visits x2

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.

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 supportrt

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 Planning, Delivery sections of the club development assessment areas (Appendix 1)
- Six months provided from release date of information for preparation of documentation.
- Clubs 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

- Club Technical Development Manager will review & 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 together with other members of the Technical Department and Club Development Unit evaluate each standard area using scores from 0 to 8. This broader scoring range allows a more appropriate differentiation to reflect on the Clubs' Technical Program delivery.
- 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. Club Technical Development Manager review
    c. Club Development Unit moderation review

The preliminary report will be distributed in September.

TIMELINE

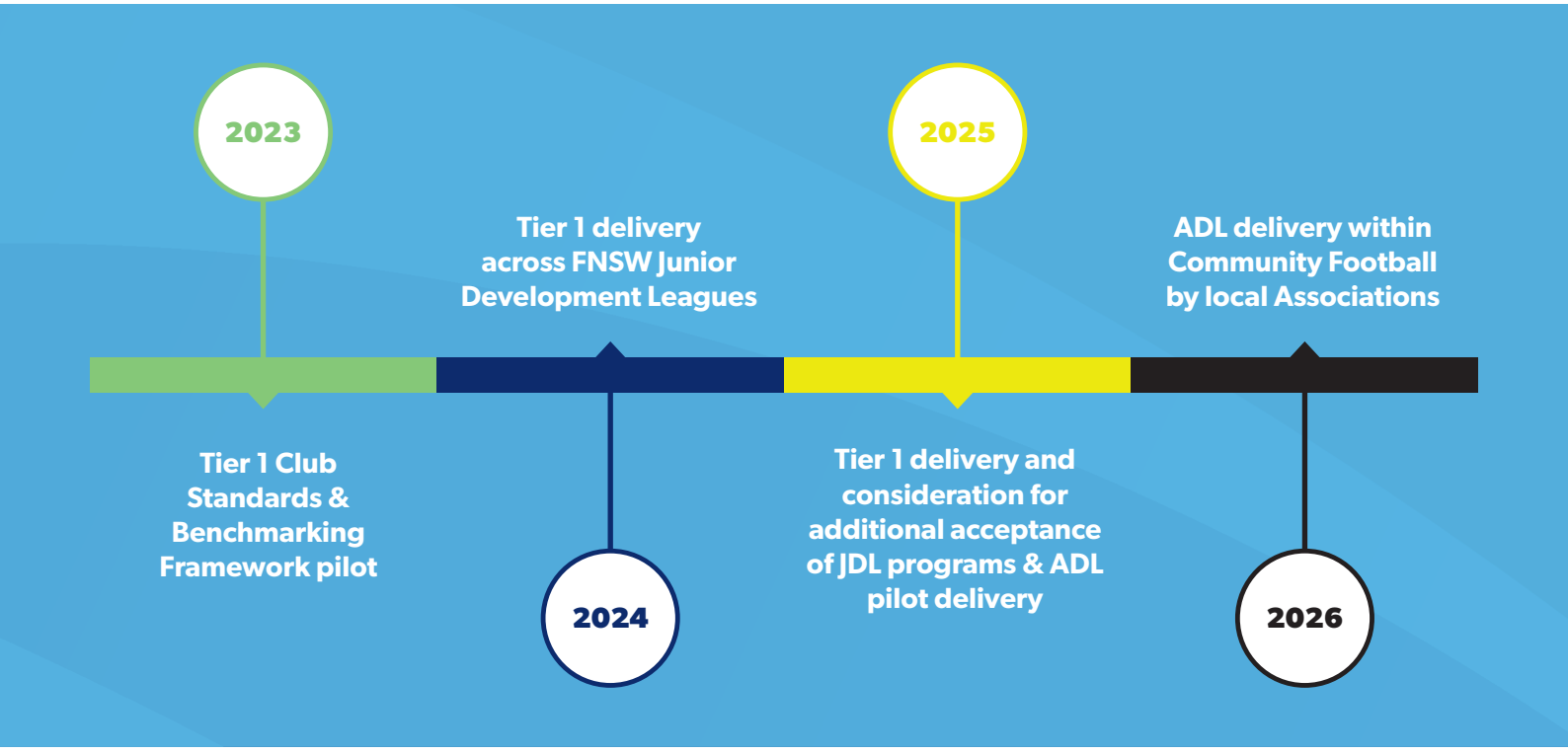
The Standards framework will improve player development outcomes through improved competition delivery, club football operations and club sustainability. It will form a basis to ensure 'like with like' competition across the entire football landscape and raise the standard of football programs throughout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

In 2024 & 2025 the Club Standards & Benchmarking framework Tier 1 will apply to all Football NSW Junior Development League (JDL) Mixed & Girls programs.

Football NSW (FNSW) will conduct club benchmarking on prospective Tier 1 JDL programs for season 2025. Interested parties will be engaged in a process to determine suitability ahead of the 2026 season application process.

Football NSW (FNSW) will support Associations in the creation, delivery and implementation of ADL criteria for distribution and implementation within Community Football.

Football NSW (FNSW) will interpret and apply all articles of the Assessment process and any such interpretation or application will be final and binding on all parties.



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 two (2) training sessions and two (2) 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
- Football NSW updated communication of criteria - 4/8/2025
- Football NSW Technical Advisor Training visit x 1 Feb – June/2025
- Club Capability Building Workshops – December/2024 – September/2025
- Release of Year 1 Club Report – September 2026

YEAR 2

- Club Technical Staff qualifications submission - 2/2/2026
- Leagues Compliance submission - 2/2/2026
- Club visits/meeting – Feb – July/2026
- Club Capability Building Workshops – December 2025 – September/2026
- Planning elements submission - 2/2/2026
- Player Progress data confirmation – 2/7/2026
- Final submission - 1/7/2026
- Preliminary Report submission to Club – 1/9/202
- Final Report distribution - 20/9/2027

2024-25 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					Training & Matchday visits									
Technical Qualifications						Submission									
Player Progression											Confirm-ation				

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**						Submission				Final submis.	Assess-ment			
	Delivery					Training & Matchday visits									
Technical Qualifications						Submission									
Player Progression											Confirm-ation				

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 Club Technical Development Manager.

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 8 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).

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 hours attached)
- Football Australia Online workshops (CPD hours 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 Club Technical Development Manager.



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 8 which closely correlates to a simple percentage. In addition to this, each criteria can then be weighted based on the importance of the specific area. Please see the weighting of each area in Appendix 1.

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 these 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, competitor 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

Head of Program The Technical Manager responsible for a clubs specific technical program, GJDL, MJDL, GYL or BYL.

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

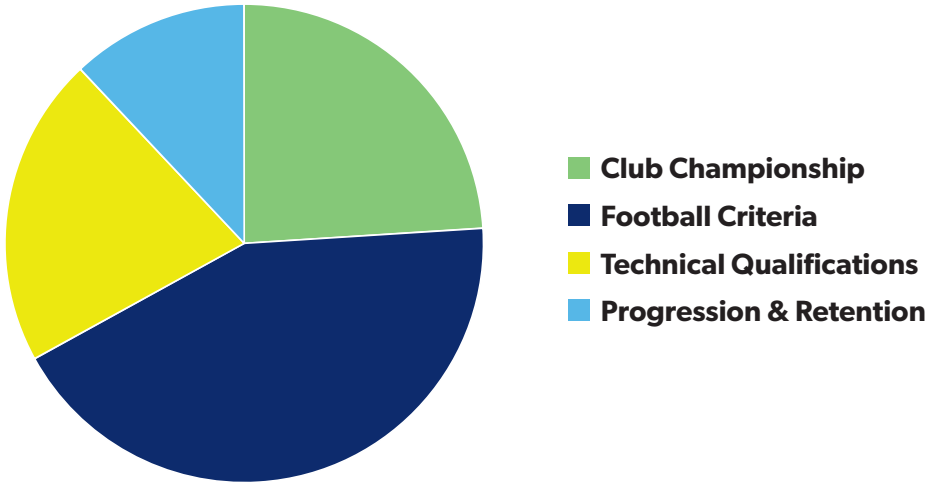
CLUB STANDARDS
OVERVIEW

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 (Football Operations)	Yes	Yes	-2
Season length - 40 weeks	As per Annual Plan (Football Operations)	Yes	Yes	-2
No external coach use (i.e. private academies)	Coach contracts provided	Yes	Yes	-2
Matchday Medical Provision	As per FNSW competition regulations	Yes	Yes	-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
Club Technical Director appointed	As per Technical Qualifications	Yes (Individual role)	Yes (Individual role)	-2
Coach Contracts (Provided by Date of Club Documentation Submission)	Evidence submitted	Yes	Yes	-2
Zero mandatory additional charge to participants		Yes	Yes	-2
Attendance at FNSW Club Capability Building workshops	As per FNSW events attendance list	75%	50%	-2
Facilities - home ground (minimum criteria)	•Access to pitch with suitable playing surface •Player changing and toilet facilities •Pitch fenced off	Yes	Yes	-2
				TO A MAXIMUM OF MINUS 10 points

FOOTBALL CRITERIA - PLANNING

YOUTH DEVELOPMENT PLAN	EXPLANATION	EVIDENCE PROVIDED	ASSESSMENT	WEIGHTING	MAX POINTS
Mission, Vision, Philosophy	The 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 it's place within the football ecosystem, including opportunity for future development. 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 be adapt in changing circumstances and where it can take advantage of future opportunities. 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. 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. 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. Values are consistent across all club operations; this is evident in club documents, including delivery and decision-making processes.	Electronic submission	0 to 8	2	16
Long - Term Player Development Goals	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. 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. The club has a detailed method of retaining and releasing players and has this process clearly detailed to all members. Ideally in younger ages a patient approach to long term player development. 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.	Electronic submission	0 to 8	2	16
Player Development Model	The Player Development Model is based on clear principles throughout the main moments of the game which inform players about their roles. 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 Development 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. Details are evident throughout the player development pathway in relation to the Player Development Model. There is a logical / methodical process applied within the phases of development at the club. The player profile and 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. 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 just based around formations or systems but more around behaviours and relationships within units. There is a clear link to the Individual Development Plans (IDP) for players.	Electronic submission	0 to 8	2	16
Talent Development	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 outlie 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. The Club outlines in its Player Profiling the type of characteristics they are aiming to develop dependent upon the age and stage of the player. Technical Directors/Head of Youth/JDL not only articulate and explain the approach to Talent Development and Player Development Model but also are able to measure the success and stage of how coaches and teams implement it within the club. In the Junior & Youth stages of development, the Club is encouraged to link Talent Development back to the long-term goals and player profiles to define success, not short-term wins as a singular metric. Development should be holistic for the players, including their positional development, biological maturation and birth quartile considerations with expectations set across the program for each.	Electronic submission	0 to 8	2	16

YOUTH DEVELOPMENT PLAN	EXPLANATION	EVIDENCE PROVIDED	ASSESSMENT	WEIGHTING	MAX POINTS
Coaching Methodology Principles	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 & learning. The Club demonstrates clear differentiation in the expected outcomes for each age group, based upon their age and developmental stage. These outcomes include technical, tactical, physical, and social aspects, ensuring age-appropriate progression. 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 sessions / GK training / small group unit work / rehab sessions etc. 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. 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. There is consultation and coach 'buy-in' to the sharing of suitable information related to the coaching methodology. There is club-wide understanding of these principles, and educating players and parents may be necessary to support understanding of how the program is delivered. The club has established clear processes for how coaches are expected to implement the coaching methodology across both training and matchday environments, with well-defined guidelines outlining the approach to each The coaching methodology has a clear connection to the Club Coach Development Plan.	Electronic submission	0 to 8	2	16

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. The Club includes Pre-Season/Off-Season cycles effectively into the Season Calendar to extend for longer planning and more time to develop. The plan should incorporate workshops, scheduled IDP review periods, and strategies for engaging parents.	Electronic submission	0 to 8	1.5	12
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 of 3 training sessions 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. Teams must have access to ½ a pitch once per week.	Electronic submission	0 to 8	1.5	12
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 details 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 school-related sport.	Electronic submission	0 to 8	1.5	12
Game Time Record	The club has a detailed policy and process for logging players game time. Coaches and the /Head of Youth 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 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.	Electronic submission	0 to 8	1.5	12
Player Workshop	The club has a planned schedule of player workshops throughout the season. They are blocked into the season calendar and give 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 extreme 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 – These workshops should be delivered throughout the duration of the 40-week season, not calendar year.	Electronic workshop	0 to 8	1.5	12
Extreme Weather Plan	The Club should have a documented plan for extreme 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 8	1.5	12
Members Experience Survey	The Club has shown there is evidence that feedback has been collected and used to improve areas of the program The survey may take place prior, during and post season.	Electronic Submission and supporting documentation	0 to 8	1	8

PLAYER SERVICES AND SUPPORT	EXPLANATION	EVIDENCE PROVIDED	ASSESSMENT	WEIGHTING	MAX POINTS
Parent Education Seasonal Plan	The 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 youth age groups. It might be delivered separately for different age groups. The club demonstrates when the events happened and presented slides to support the events. There is 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 program's 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 Youth 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. Additional parent workshops to the introductory workshops will be positively graded. The focus should be age appropriate with evidence provided through slides, sign off sheets or photographs. These workshops may include but not limited to the following; Understanding the Player Development Model, Supporting Your Child's Mental Wellbeing, Positive Sideline Behaviour, Nutrition & Recovery for Young Athletes, Understanding the Coach's Role & Philosophy, Individual Development Plans (IDPs) & Feedback, Building a Strong Club-Parent Partnership etc.	Electronic submission	0 to 8	1	8
Individual Development Plans & Goal Setting	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.	Electronic submission	0 to 8	2	16
Safe to Play	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. 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 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.	Electronic submission	0 to 8	2	16

PLAYER SERVICES AND SUPPORT	EXPLANATION	EVIDENCE PROVIDED	ASSESSMENT	WEIGHTING	MAX POINTS
Player Wellbeing Support	The club has a Wellbeing Program where players are treated holistically on and off the field. Wellbeing strategies are proactive, evidence-based, reflect the needs of players and are measured to track the effectiveness and progress of the initiatives. Such 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. Opportunities to develop personal strengths and qualities such as leadership etc. are planned for in a comprehensive approach. The club has support mechanisms in place to help guide players through their career and education, especially during times of academic stress. 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. A Club Welfare Officer may be appointed - 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. 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 automatically activated within the club environment.	Electronic submission	0 to 8	1	8
Video Analysis	Video analysis takes place at the Club and is part of the Annual Plan. There are details around the process of filming, storage and distribution to relevant stakeholders. The Club can demonstrate how the video analysis is used to support coach and player development, with practical examples throughout the season. Video analysis should be connected to IDPs and the expansion of the playing style & player profiles.	Electronic submission	0 to 8	1	8
Non-Playing Development (Youth League Only)	The Club provides educational opportunities for its players in the Under 16 + age groups to engage in coaching, club administration and refereeing. Clubs coordinate the delivery of the coaching or referee course to gain the relevant accreditation.	Electronic submission	0 to 8	1	8

COACH EDUCATION AND SUPPORT	EXPLANATION	EVIDENCE PROVIDED	ASSESSMENT	WEIGHTING	MAX POINTS
Coach Development Plan	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 contracts, a position description and understand their responsibility in the role, including safeguarding requirements. Coaches are made aware of their key performance indicators and the intended outcomes expected by the club. The Club implements its Coach Development Plan through clearly defined timelines and structured Individual Development Plans (IDPs) for each coach. These IDPs should incorporate: A framework of SMART goals, Improvement-focused targets, Collaborative input from the Technical Director (TD) or Head of Youth, Coach self-reflection. Each IDP is tailored to be age- and stage-appropriate, aligning with the age group the coach is working with. Additional IDPs are encouraged and viewed positively, especially when accompanied by evidence of implementation and alignment with the Club's Coach Development Plan, MVP (), YDP (Youth Development Plan), and long-term development goals The Club may engage with an accredited CET to support their Coach Development Plan. 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.		0 to 8	3	24
Professional Development	The Club actively supports their coaches through funding and scholarships to attend/obtain events/qualifications, such as; AFC/FA Diploma, FNSW/FA CPD Workshops, Coaching Conference(s), Tertiary educational qualifications, Study visits, Additional education opportunities. With evidence provided.	Electronic submission	0 to 8	3	24

TECHNICAL QUALIFICATIONS

YOUTH TECHNICAL STAFF QUALIFICATION	0	1	2	3	ASSIGNED VALUE
Club Technical Director	C Diploma	B Diploma	A Diploma	Pro Diploma	1
Head of Program	C Diploma	C Diploma	B Diploma	A Diploma	1
Youth Goalkeeper Coach	None	Foundation of Goalkeeping	B Diploma GK	A 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 e.g VEO. Experience in filming to presentation and delivery.	1
U14 Coach	Foundation of Football	C Diploma	B Diploma	A Diploma	1
U14 Coach Asst.	-	Foundation of Football	C Diploma	B Diploma	1
U15 Coach	Foundation of Football	C Diploma	B Diploma	A Diploma	1
U15 Coach Asst.	-	Foundation of Football	C Diploma	B Diploma	1
U16 Coach	Foundation of Football	C Diploma	B Diploma	A Diploma	1
U16 Coach Asst.	-	Foundation of Football	C Diploma	B Diploma	1
U18 Coach	Foundation of Football	C Diploma	B Diploma	A Diploma	1
U18 Coach Asst.	-	Foundation of Football	C Diploma	B Diploma	1
GYL Youth Development Conference (2026) Technical staff; Head Coach, Asst Coach, TD, HOP	0-1 Coaches Attend	2-4 Coaches Attend	5-7 Coaches Attend	8-10 Coaches Attend	1

*Coaching qualifications must be valid and compliant with FNSW mini mum coaching requirements of the given year/season.

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

DELIVERY

SCHEDULED TRAINING PROGRAM ASSESSMENT	EXPLANATION	EVIDENCE PROVIDED	ASSESSMENT	WEIGHTING	MAX POINTS
Training Plan Recording	All training plans for Youth age groups are centrally recorded, consistently structured, accessible for review by the Technical Director/ Head of Youth and shared electronically in alignment with training cycles to support coach development, with pre-visit access to the session library is required.	Club visits and supporting documentation	0 to 8	1	8
Session Design	A high level of detail is evident in the planning of the session and coaches demonstrate the following or above and beyond. • Sessions have a clear session objective which is consistent and aligned to the clubs development model and training cycle. • Session design reflects the club's coaching methodology and is planned with a clear age appropriate technical and tactical focus. • Session design has high levels of detail regarding team, unit and individual player tasks/challenges/coaching points with subsequent cues to aid player learning of how/when/where/why to apply this. • Session preparation and organisation is executed in a timely manner, allows for a logical and seamless flow to ensure training time is utilised to full effect. • Session design utilises appropriate field space, equipment and available staffing efficiently. • Within the session design all activities expose players to realistic football scenarios that allow high repetition of football actions that are relevant to their age/stage. • Scaffolding techniques are embedded in the session design to encourage participation and deepen player understanding. • Self-reflection is in line with the club's coaching methodology and integrated into the session design as a key component of continuous improvement.		0 to 8	2	16
Training Delivery Observation	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. • Access to session plans and training schedule is required. • Creates a learning environment where players are engaged (intrinsically motivated) and included, • Session organisation is well managed and set up prior to players arrival • The set up of the sessions uses appropriate field space and equipment • The coach manages time effectively across session elements, ensuring seamless transitions and maintaining session flow. • The appearance, behaviour and overall conduct of the coach aligns with the club's values and beliefs. • The delivery is in line with the club's coaching methodology. • Session evaluation is conducted and engages players and staff in a variety of ways to reflect on session delivery and learning outcomes.	Club visits and supporting documentation	0 to 8	2	16
Coach Delivery Observations	A high level of detail is evident in the delivery of the session and coaches demonstrate the following: • Coaches adhere to the club's detailed coaching methodology in terms of intervention, interaction and processes. • Coaching points include a high level of detail regarding team, unit and individual player tasks/challenges/coaching points with subsequent cues to aid player learning of how/when/where/why to apply this. • Technical detail provided is relevant to the core skill and conveyed in a way to assist with players execution and understanding. • Coaching interactions/interventions are clear and concise and are delivered with appropriate timing to support learning and development. • Coaches are able to demonstrate a variety of intervention styles and deliver these at the appropriate time in an age/stage appropriate tone & manner. • The coaches delivery positively influences player learning and individual/team development. • The coach is able to adapt the session based on player needs: **SOCHANGEIT** for desired football outcomes.		0 to 8	2	16

SCHEDULED TRAINING PROGRAM ASSESSMENT	EXPLANATION	EVIDENCE PROVIDED	ASSESSMENT	WEIGHTING	MAX POINTS
Coach Interaction Observation	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. The following essential traits are to be observed consistently at trainings, games, or team meetings. • Match day is planned with a specific technical and or tactical outcome to meet individual/team needs. • Matchday preparation and organisation is executed in a timely manner, warmups use appropriate field space, equipment and utilise available staffing efficiently. • Ability to adapt and engage players through a variety of methods and technology pre/during or post-game. • Interactions and feedback with players are age and stage appropriate and include team and individual tasks linked to learning outcomes. • Appropriate manner of tone and body language are used when interacting with players • Appropriate timing and ability to motivate, influence and inspire players. • Positive interaction with team members and club technical staff to exchange ideas, share knowledge or ask advice. • Positive interaction with officials, opposition staff and players. • Match Day evaluation is conducted and engages players and staff in a variety of ways to reflect on performance and learning outcomes. • The appearance, behaviour and overall conduct of the coach aligns with clubs' values and beliefs. Three points are allocated if coaches have showcased all the above traits.	Club visits	0 to 8	2	16
Technical Director/ Head of Youth Interaction Observation (Training)	The Technical Director/Head of Youth is the guardian of the Club's Coaching Philosophy and Methodology; they actively interact and support the club's technical staff and do not coach individual teams. They implement the Coach Development Plan, deliver internal Coach Professional Development (CPD) and or organise best-practice demonstrations from external individuals/organisations. The Technical Director/Head of Youth engages positively within the club environment, by: • Actively provides support to coaches prior to the session. • Shows care and interest in the development of coaches and players • Asks insightful questions and provides meaningful guidance to support coach development • Shows strong communication skills, engagement and the ability to connect with others. • Observes training sessions and provides age appropriate formal and or informal feedback and support • Provides age appropriate technical and tactical detail/support as required to coaching staff and players. • The Head of Youth actively implements the Coach Development Plan in line with the club's coaching methodology • Demonstrates a high level of football knowledge, shared with the intent to create a positive learning environment for all. • Post session provides feedback and support relating to the session's objectives and Coach Development Plan.	Club visits and supporting documentation	0 to 8	3	24
Facilities	More than 6 of the following: • Access to pitch with suitable playing surface • Pitch fenced off • Player changing and toilet facilities • Separate toilet facilities for spectators • Disabled toilets • Ambulance access • Undercover seating for spectators • Off street-car parking • In the event of extreme weather, access to an alternative training/learning venue, such as, meeting room space, indoor facility • Onsite gear storage Adherence to all FNSW matchday policies and guidelines	Club visits	0 to 8	1	8

MATCH DAY OBSERVATION	EXPLANATION	EVIDENCE PROVIDED	ASSESSMENT	WEIGHTING	MAX POINTS
Coach Interaction Observation (match day)	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. The following essential traits are to be observed throughout at games. • Appropriate manner of tone and body language are used when interacting with all players • Positive interaction with team members and club technical staff to exchange ideas, share knowledge or ask advice. • Respectful interaction with officials, opposition staff, spectators and all matchday stakeholders. • The appearance, behaviour and overall conduct of the coach aligns with the club's values and beliefs. • Assistant coaches and additional staff have clear roles & responsibilities on matchday which can evidently be observed to support the individual and team	Club visits	0 to 8	2	16
Coaching Observations (matchday)	A high level of detail is evident in the delivery of match day coaching and demonstrates the following: • Technical detail provided is relevant to the core skill and conveyed in a way to assist with players execution and understanding. • Tactical adjustments are age and stage appropriate, and in line with the coaching methodology. • Coach demonstrates a variety of communication methods and delivers these at the appropriate time in an age/stage tone & manner. • This is conveyed clearly and concisely to players and does not impact on a players' cognitive load. • Coach interactions and feedback are age and stage appropriate, incorporating both team and individual tasks that link to learning outcomes and supports player decision-making. • The coaching staff motivate, influence and inspire players at the appropriate times. • Coaches demonstrate the ability to adapt and engage players through a variety of methods during the game. • The coaching staff engage with the substitutes to keep them connected to the game and prepared to play. • There is evidence of pre planning with visual cues and/or targets.		0 to 8	3	24
Matchday Planning & Organisation	A high level of detail is evident in the preparation of matchday; • Individual player development is key to the club's delivery of game day. • The coach demonstrates the ability to link the game day experience back to the IDP or focused learning for the individual player • Match day is planned with a specific technical and tactical outcome to meet individual/team needs. • Match day preparation and organisation is executed in a timely manner, warmups use appropriate field space, equipment and utilise available staffing efficiently. • The coaching staff (Assistant Coaches, GK Coach) have clearly defined roles and responsibilities to support the matchday environment. • Management of substitutes and player rotations – Player's game time is considered and monitored in line with the clubs game time policy. • Matchday evaluation is conducted and engages players and staff in a variety of ways to reflect performance and learning outcomes. • 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. • There is evidence of post-game coach and player self-reflection - both objective and subjective and linked back to their targets, Coach Development Plan and or IDP's.		0 to 8	1	8

MATCH DAY OBSERVATION	EXPLANATION	EVIDENCE PROVIDED	ASSESSMENT	WEIGHTING	MAX POINTS
Adherence to Club's Development Model	The Youth teams at the club consistently and clearly follow the club's Development Model. The style of play reflects the club's identity — demonstrating its playing philosophy and player development model. • Technically, players are executing core skills effectively, while tactically demonstrating an age-appropriate understanding of their roles within the team. • Learning moments of game day are linked to training, IDP and individual players focused learning. • Player behaviours in the game are clearly linked to set technical and tactical objectives; these may be coach driven or coach and player driven • Players actions or at least intentions are replicated based on what has been planned within the club's Development 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. The outcome and state of the game may slightly alter how this affects the players tasks but there is always a mainstay of the individual player's focus. The TD/Head of Youth plays a central role in ensuring a well-structured, supportive, and development-focused match day experience aligned with the club's philosophy and standards. Their main role on matchday is to provide technical oversight for players and coaching staff, not operational responsibilities.	Club visits and supporting documentation	0 to 8	2	16
Technical Director/ Head of Youth Interaction Observation (match day)	• The TD/Head of Youth is present at game day delivery across all phases at the club both at home and away fixtures. • Respectful interaction with officials, opposition staff, spectators and all matchday stakeholders. • The TD/Head of Youth can influence coaches' behaviour and impart appropriate and timely knowledge of the club's expectations from the Clubs Development Model). • They assist coaches and players across game day and have an influence on the pre, during and post-game education for players and coaching staff. • Provides visible Matchday support to coaches in line with the Club's Coach Development Plan • The TD/Head of Youth has a formal debrief with staff post-game. • Individual player development is the focus of the TD ensuring as best they 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 staff. • The TD/Head of Youth is fully aware of all the events of the day and upholds the spirit of the game, professional conduct, a general good experience by all involved.	Club visits	0 to 8	3	24
Player Behaviours (Social)	Players conduct themselves in the spirit of the game by demonstrating the aspects below. • Players are engaged in activities; warm up, substitutions • Players act in a respectful and appropriate manner to all matchday stakeholders; team-mates, opposition, referee, coaches, parents etc • Body lang • Players are engaged in communication; eye contact, listening, Q&A	Club visits	0 to 8	2	16
Matchday Environment	The match day environment is a positive and enjoyable space where matches are played in the true spirit of the game, fostering sportsmanship and respect. • The spectators are encouraging and supportive. • No sideline coaching from parents / spectators • Spectators act in a respectful and appropriate manner to all matchday stakeholders; (players, officials, parents/crowd). • There are clearly identified Ground Marshalls (Jacketed Officials) as per FNSW competition regulations • Ground marshalls actively communicate with the spectators from their own side as well as supporting the overall matchday environment. • Adherence to all FNSW matchday policies and guidelines	Club visits	0 to 8	3	24

MATCH DAY OBSERVATION	EXPLANATION	EVIDENCE PROVIDED	ASSESSMENT	WEIGHTING	MAX POINTS
Facilities	More than 6 of the following. • Access to pitch with suitable playing surface • Player changing and toilet facilities • Pitch fenced off • Separate toilet facilities for spectators • Disabled toilets • Separate medical/physio room • Ambulance access • Undercover seating for spectators • Off street car parking (Car Park) • Access to wet weather alternative venue (if the home venue is grass) • Access to indoor, on-site meeting facilities	Club visits	0 to 8	1	8

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 their players involvement within Football NSW Talented Player Pathway programs, including Talent Support Program (TSP), Emerging Socceroos/Matildas 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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