

# Discussion Paper Youth Development Pathway Review

26 May 2017



## BACKGROUND

Following two years of the Canberra United Academy (**CUA**) supplementing the development opportunities provided by National Premier League (**NPL**) clubs, underpinning the talent identification process that informs selection of our State Teams, Capital Football has decided to engage the football community in a review of the development programs offered to our young players.

The review focuses on youth development, with programs considered from U9 through to U17 age grades.

## GOALS

The goals and outcome we seek via this review are to;

- Establish a youth development pathway that makes it clear for aspiring players the opportunities available to them to reach their potential
- Establish a structure and suite of programs that gives players the best chance possible of becoming professional players if that is their ambition
- Establish youth development pathways that accommodate players at all levels, enabling anyone to access an opportunity to improve
- Engage the football community in the establishment of the youth development pathways to ensure they support a relevant and meaningful relationship between Capital Football and the Clubs

The fundamental core of the review is that everyone engaged in the discussion has a player centred mindset. Capital Football, Clubs and Parents are collectively the custodians of the game, and it is our responsibility to establish the best environment and opportunities for the players.

## EXECUTIVE SUMMARY

### Stakeholder Survey

A stakeholder survey was distributed to the football community seeking feedback to identify the manner in which the respondent engages in football, participant experience, opinion on current youth development programs, feedback on other youth development programs delivered across the country, and opinion on four example youth development models for the ACT.

The survey was sent to circa 27,000 recipients, including registered coaches, club administrators and players.

237 people completed the survey.

An overview of the survey responses by stakeholder group is attached as Annexure 2.

### Sample Size and Confidence in the Results

The following table shows the survey response and sample size recommended to provide 95% confidence in the survey outcomes.

We have used the sample size calculator within Survey Monkey to populate the table.

Stakeholder Group	Population size	Responses	Sample Size required
Total recipients	27,253 (unique emails)	237	379

The sample size for total recipients was outside the standard norm to provide a 95% level of confidence in the results with a 5% margin of error.

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### STAKEHOLDER SURVEY ANALYSIS

The following summary lists key insights drawn from the Youth Development Pathway Review survey. This analysis considers no-opinion answer being removed from the analysis;

#### Current Pathway Structure

- 57% of respondents feel Capital Football should be primarily responsible for the talent development pathway
- 57% of respondents feel the youth development pathway is not clear
- 53% of respondents feel that a full-time Capital Football delivered program provides the best development opportunity for players

#### New Pathway Structure Models

- While the most popular proposed framework was Model 1 – Status Quo with 34% of the total respondents in favour, this meant that 64% of respondents were in favour of some form of change
- When considering the optimal framework for female players (Q.22) Models 1 (32%) and 3 (34%) were the most popular. Models 1 and 3 each contained a full time CUA program for girls, so a combined 64% of the total respondents indicated this as their preference
- This result was contradicted in Q.29 where the % of respondents in favour of the CUA in NTC age groups increased from 11% to 32% with a commensurate decline in those indicating preference for Models 1 and 3.
- 76% of respondents supported the introduction of a State titles talent identification tournament

### SEGMENT FILTERS

Annexure 2 contains a table communicating the survey outcomes when the responses are filtered to include only those from the individual stakeholder segments (i.e. CUA, NPL, Junior League, Coaches, Players etc).

Points of interest from an analysis of segmented data include;

- Respondents showed a tendency to favour the model that promoted the program they already participated in
- Even within filtered segments there is no genuine consensus
- The group that showed the highest rate of alignment internally was the CUA participant group

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### KEY LEARNINGS

Following are key learnings drawn from the Youth Development Review survey analysis.

Category	What is clear	What is unclear
SAP (boys and girls)	The majority believe Capital Football should deliver SAP supplementary training	The process to expand this opportunity to include accredited NPL clubs delivering supplementary training
Girls GTP	The majority are in favour of a full time CUA program	
Boys GTP	The majority are in favour of change	There is no consensus about what change should look like
Talent identification	The majority support a State titles tournament being introduced	
Player Pathway	The majority feel the pathway is not clear	
	The majority believe Capital should be primarily responsible for youth development programs	How those programs should be structured
General	Respondents generally showed support for the structure that was closest to the program they currently participate in (i.e. CUA respondents showed a preference for models where the CUA remained a full-time program, NPL respondents showed a preference for models where the CUA players returned to NPL clubs)	
	There is a general sense of antipathy to programs outside of what people are currently involved in	

### CHALLENGES TO CONFIRMING A PREFERRED STRUCTURE

We have identified the following potential challenges to confirming a preferred structure in progressing our engagement;

#### Lack of consensus

The lack of consensus from across and within stakeholder groups makes proposing a revised structure challenging.

When considering the accepted norms relating to levels confidence associated to the percentage of a community that respond to a survey, the relatively small sample size of respondents makes it difficult to rely too heavily on the survey outcomes.

That said, it is reasonable to suggest that;

- a) There is a majority that support change in the programs offered for boys aged between 13 and 17

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- b) There is a majority that support the current program structure for girls aged between 13 and 17

### Coaching Standard within Clubs

The accreditation of coaches at NPL and WNPL clubs does not meet what would be considered a reasonable standard, i.e. having coaches qualified to age appropriate community accreditation or advanced accreditation.

Annexure 3 lists the registered coaching standards at NPL clubs across our competitions.

Divesting a portion of the development responsibility for the regions most talented male players in the Game Training Phase (i.e. TPP in NPL) presents a risk. The clubs need to invest in recruiting and developing coaches with the skills to assist the young players to reach their potential in order for a supplementary TPP approach to be successful.

Similarly, there are not the volume of appropriately qualified coaches in the region to launch an NPL / WNPL club based supplementary SAP training program. The sport must first build the workforce of coaches to ensure the training environments provided promote development, deliver value for money and are enjoyable to participate in.

### TPP and NPL Club Relationship

The relationship between a Capital Football delivered TPP (i.e. the Technical Director and Performance Department) and the NPL Clubs (i.e. Technical Director and team coaches) is central to the successful implementation of the TPP initiative.

Talented players identified and invited to train in the TPP environment will need to participate in a level of matches that challenge their ability level each weekend to assist in their development. Playing in their own age grade may not deliver this outcome, though may deliver a competitive outcome for a team coach. Marrying the development outcomes of a player and a team within the TPP environment is pivotal to the success of a decentralised program.

We also need to provide an increased number of such matches at an appropriate level to challenge players. Currently our players participate in approximately 18-21 matches in the NPL and WNPL. The commonly held standard for the number of matches to promote elite player development is approximately 30-40 per year.

### Expansion of SAP to NPL Clubs

More SAP supplementary training programs creating more development opportunities to a broader group of players is an outcome FFA and Capital Football endorse.

The challenge is establishing an environment where the clubs have access to appropriately qualified coaches, supported by a best practice periodised training template, complimented by competition opportunities (i.e. quarterly gala days).

Learning from the mistakes of other Member Federations, where SAP licenses were provided prior to their being appropriately qualified coaches and supporting training resources, it may be beneficial to all stakeholders (especially the players and clubs) that expansion of “accredited” NPL SAP supplementary programs occurs over time in order that the product being offered is valuable to the players and clubs.

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### Territory Titles

Implementation of a Territory Titles will require an increased administrative responsibility from Capital Football and an increased cost for those selected to participate (equipment, coach, field hire, tournament preparation etc).

The timing of the Territory Titles is challenged by the schedule for identification and selection of players to State Teams to participate in National Youth Championships held in July (Girls U14, U15 and U17), September (Boys U13 and U14) and October (Boys U15). If introduced they could not be conducted as one tournament which would further increase the cost.

The competitions would necessitate a break in the NPL and WNPL competitions so that Clubs are not negatively impacted by the unavailability of their best players during the competition. This would result in the implementation of bye rounds which is not ideal.

A committed and comprehensive program of talent identification that involves collaboration between NPL Technical Directors, NPL team coaches, appointed ACT representative team coaches and the Capital Football Performance department will deliver a process that does not require supplementation by another tier of competition.

### **POTENTIAL MODEL FOR 2018**

Annexure 1 illustrates a preliminary proposed structure for 2018.

This structure is presented as a model that reflects the outcomes of the survey and to facilitate discussion at the town hall meetings and engagement with the relevant Standing Advisory Committees.

In brief;

### **SAP – AGE GRADES U9 TO U11**

#### 2018

- The SAP delivered by Capital Football for boys and girls continues.
- This incorporates; supplementary training to Junior League participation with local clubs, participation in ad-hoc matches v other SAP programs, participation in Gala Days run by other Football associations or clubs, participation in the Kanga Cup.
- There may be adjustments to the number of players and locations dependant on interest.

#### 2019

- During 2018 Capital Football will establish a program and resources to extend the SAP to include NPL and WNPL clubs that meet minimum standards.
- The 2019 SAP will include the program conducted by Capital Football an any Club programs that meet the minimum standards.
- All SAP will be supplementary to Junior League participation.
- Capital Football will develop a competitions calendar that incorporates Gala Days for the endorsed SAP programs with invitations to SAP programs from other Football Associations.

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### **GTP – AGE GRADES U13 TO U17**

#### Girls

- The girls CUA is conducted in age grades of U13, U14, U15 and U17
- The girls program is full time delivered by Capital Football
- The girls participate in the WNPL supplemented by matches against boy's teams and interstate girl's teams
- The girls program is eligible to participate in the finals series

#### Boys

- The boys CUA program becomes a part time supplementary Talented Player training Program (TPP)
- The Boys CUA TPP is conducted in age grades of U13, U14, U15 and U17
- Boys trial for the CUA TPP and register for clubs in the NPL
- Boys in the TPP train 2 nights with the TPP and up to another 2 nights with their NPL Club
- Capital Football and the NPL Clubs work to agree on training nights for the TPP players
- Capital Football and the NPL Club Technical Directors agree on the age grade the players play for during the season to ensure they are provided the appropriate level of challenge to foster their development

### **REPRESENTATIVE TEAMS**

- Representative Teams remain administered by capital Football.
- Representative Teams will continue to be branded A.C.T.
- The talent identification pathways will include;









#### Girls

- Trials for and participation in the CUA
- Recommendations made by WNPL clubs
- Scouting by the CF Performance Department and A.C.T. State Team coaches considering the recommendations by Clubs

#### Boys

- Trials for and participation in the TPP
- Recommendations made by NPL clubs
- Scouting by the CF Performance Department and A.C.T. State Team coaches considering the recommendations by Clubs

# Youth Development Review - Preliminary 2018 Model

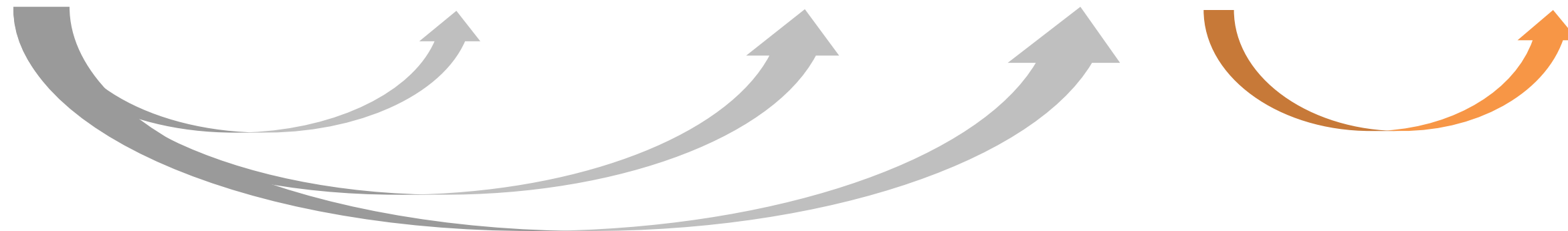
	Grassroots Competitions	Supplementary Training	National Premier Leagues		TPP Male	CUA Female	Representative Teams	
			Male	Female			Male	Female
Open	 Capital Leagues State Leagues Masters League			1st Grade	1st Grade			
U20				U20	Res Grade			
U18		  Junior Leagues			U18			 WWL
U17	 Schools Training Centre North Extra training x 2 per week U13-U18		 Schools Training Centre South Extra training x 2 per week U13 - U18		U17		 NTC U17	
U16				U16		U14	 U14	
U15				U14		U13	U13	 NTC U15 NYC U15
U14			U14		U13		NYC U14	NYC U14
U13			U13	U13			NYC U13	
U12	 Discover the fun of football	 Skill Dev. Program Extra training x 1 per week U9-U12	 Skill Acquisition Program Extra training x 2 per week U9 - U12	 Note: Male NPL age grades are subject to a review ahead of the 2018 season		TPP Squads are selected the previous year. Players register to NPL (playing up an age grade in consultation with the CF TD) and participate in additional training with CF and play additional matches. Players may be added to the squads during the season as they are identified	Teams train and play in the WNPL "up" age grades	
U11		Players compete for Junior League CLubs (for SAP and SDP) or NPL Clubs (for Schools Training Centre) and access extra training sessions		Players compete for NPL Clubs in a league format			Teams to participate in the NYC and NTC are selected from the Talented Player Program	
U10								
U9								
U8								
U7								
U6								

Extra training sessions to help you

The next step to a higher league

Development program under Canberra United banner

Play for the ACT on the National stage



ANNEXURE 2: YOUTH DEVELOPMENT PATHWAY REVIEW SURVEY ANALYSIS

2017 Youth Development Pathway Review Stakeholder Survey Outcomes by Category														
Category	Overall	Capital (incl. Canberra)	Mens (SAP, CUA & NFL)	NFL (Mens & Female)	CUA (Boys & Girls)	Junior League	Female (SAP, CUA & NFL)	Players	Coaches	SAP (Boys & Girls)	CUA Administration	Modern League	Elite League	Capital League
Sample Size	237	237	140	102	71	68	67	62	59	56	26	19	16	6
<b>Participant Information</b>														
What gender do you identify as	66% Male	66% Male	69% Male	73% Male	61% Male	72% Male	58% Male	74% Male	93% Male	56% Male	88% Male	84% Male	81% Male	67% Male
What age category are you?	76% >35	76% >35	79% >35	79% >35	76% >35	78% >35	77% >35	49% <18	76% >35	85% >35	85% >35	89% >35	69% >35	67% >35
Please select the ways in which you currently participate in Football?	74% Parent	74% Parent	76% Parent	70% Parent	82% Parent	79% Parent	69% Parent	100% Player	100% Coach	84% Parent	100% Club Admin	79% Player	80% Player	50% Parent
<b>Your Current Experience</b>														
Do you believe the player pathway is clear, including opportunities for players with SAP, CUA supplementary training, CUA teams in Capital Football competitions and the NFL club programs?	54%	57%	53%	58%	65%	67%	48%	44%	63%	55%	76%	50%	60%	80%
Do you believe the CUA supplementary training programs in SAP for boys U9-U12 and Girls U10-U12 provides an effective development opportunity?	45%	65%	48%	45%	58%	39%	60%	41%	45%	66%	52%	61%	40%	40%
Do you believe the CUA teams participating in the National Premier Leagues for Mens and Boys competition provides an effective development pathway for aspiring male players?	43%	58%	53%	41%	63%	41%	41%	48%	46%	55%	40%	44%	67%	40%
Do you believe the CUA teams participating in the National Premier League for Women and Girls competition provides an effective development pathway for aspiring female players?	41%	67%	43%	36%	61%	41%	52%	41%	43%	53%	40%	44%	53%	40%
Who do you believe should be primarily responsible for youth player development programs?	57% Capital Football	57% Capital Football	56% Capital Football	56% NFL Clubs	83% Capital Football	48% Capital Football	60% Capital Football	56% Capital Football	46% NFL Clubs	74% Capital Football	68% NFL Clubs	50% NFL Clubs	53% NFL Clubs	60% NFL Clubs
Who do you believe is best resourced and capable of providing programs delivering youth player development?	64% Capital Football	64% Capital Football	61% Capital Football	47% Capital Football	87% Capital Football	64% Capital Football	68% Capital Football	67% Capital Football	58% Capital Football	81% Capital Football	46% CF or NFL	67% Capital Football	67% Capital Football	40% NFL or FFA
Which approach do you think provides the best opportunity for the region's most promising players?	53% Full Time CF	53% Full Time CF	54% Full Time CF	49% Supp Training	82% Full Time CF	44% Full Time CF	54% Full Time CF	53% Full Time CF	41% Supp Training	83% Full Time CF	50% Supp Training	44% Supp Training	53% Full Time CF	60% Supp Training
To assist players develop, what do you believe is the required amount of training and matches they should participate in?	49% 2 nights	49% 2 nights	48% 2 nights	57% 2 nights	57% 4 nights	57% 2 nights	51% 2 nights	50% 2 nights	55% 2 nights	50% 2 nights	56% 2 nights	56% 2 nights	40% 2 & 4 nights	80% 2 nights
<b>Your feedback to Member Federation Analysis</b>														
Of the Structures presented, which do you believe provides the best foundation for player development?	36% CF / NSW	36% CF / NSW	38% NSW	43% NSW	54% Capital Football	36% NSW	37% NSW	41% NSW	29% NSW	58% Capital Football	36% FFV / NSW	31% NSA	36% Capital Football	60% FFV
Do you support the movement of responsibility for full time player development pathways in SAP to the NFL Clubs as adopted in Football NSW and Victoria?	44%	55%	42%	55%	63%	42%	46%	45%	55%	60%	52%	53%	47%	100%
Do you believe there are enough players to support regionalised supplementary training program in SAP as adopted by Football Federation South Australia (i.e. where the Member Federation offers supplementary training in multiple locations)?	44%	55%	43%	49%	56%	47%	48%	58%	61%	53%	61%	67%	60%	80%
Do you support the targeted National Training Centre (Boys U15 and Girls U17) full time playing squad approach adopted in South Australia and Queensland?	47%	62%	46%	42%	64%	52%	48%	51%	43%	45%	41%	47%	67%	40%
Do you believe the Canberra United Academy should be considered in the same vein as the HAL / WWL Academies of other Member Federations?	50%	78%	53%	43%	62%	55%	40%	58%	47%	74%	35%	43%	57%	40%
Do you believe there is benefit in establishing a talent identification opportunity locally between NFL and State Teams? This could be a Territory Titles using our established Districts (Garrindera/Central/Limestone/Namadj) or Zones (North/South)?	68%	76%	65%	76%	59%	75%	64%	69%	66%	45%	65%	67%	40%	100%
<b>Your Feedback to Youth Development Pathway Models</b>														
Having viewed the models, which do you believe provides the best option to support youth player development in the ACT and surrounding region?	34% Model 1	34% Model 1	42% Model 1	39% Model 2	51% Model 1	28% Model 1	43% Model 2	32% Model 1	29% Model 2	62% Model 1	47% Model 2	31% Model 1	50% Model 2	60% Model 2
Having viewed the models, which do you believe offers the best environment for the best players to regularly train and play against players of a similar level to them?	33% Model 1	33% Model 1	42% Model 1	38% Model 1	52% Model 1	28% Model 1	42% Model 2	32% Model 1	30% Model 1	66% Model 1	42% Model 1	36% Model 1	46% Model 2	60% Model 2
Do you believe that male and female youth development programs should be identical?	50%	64%	52%	46%	51%	51%	49%	45%	50%	67%	50%	46%	46%	40%
Having viewed the models, which do you believe provides the best opportunity for aspiring female players?	34% Model 2	34% Model 1	42% Model 1	34% Model 3	51% Model 1	37% Model 2	47% Model 3	44% Model 1	44% Model 1	57% Model 1	39% Model 2 & 2	36% Model 1	31% Model 1 & 1	60% Model 3
Having viewed the models, which do you believe provides the best opportunity for aspiring male players?	34% Model 1	34% Model 1	41% Model 1	39% Model 2	56% Model 1	30% Model 1	30% Model 2	26% Model 1, 2 & 4	32% Model 2	62% Model 1	42% Model 2	29% Model 3	46% Model 4	60% Model 3
Would the presence of a HAL team in Canberra to complement the WWL team change your opinion in regards to the pathway?	37%	53%	39%	39%	40%	46%	39%	44%	39%	43%	50%	43%	54%	60%
If yes, which model would you then see as preferable?	53%	53%	55%	63%	42%	65%	60%	47%	56%	54%	67%	77%	42%	25% Model 1, 2 & 1
Of the models in the Skill Acquisition Phase (SAP) of player development (U9 – U12), which do you believe offers the best development opportunity for local male players?	52% S+CF Supp Train	52% S+CF Supp Train	51% S+CF Supp Train	56% S+CF or NFL	55% S+CF Supp Train	50% S+CF or NFL	52% S+CF or NFL	50% S+CF or NFL	55% S+CF or NFL	83% S+CF Supp Train	68% S+CF or NFL	71% S+CF or NFL	54% S+CF Supp Train	80% S+CF or NFL
Of the models in the Skill Acquisition Phase (SAP) of player development (U9 – U12), which do you believe offers the best development opportunity for local female players?	55% S+CF Supp Train	55% S+CF Supp Train	55% S+CF Supp Train	51% S+CF or NFL	60% S+CF Supp Train	54% S+CF Supp Train	54% S+CF Supp Train	55% S+CF or NFL	53% S+CF Supp Train	56% S+CF Supp Train	56% S+CF or NFL	57% S+CF or NFL	62% S+CF Supp Train	80% S+CF or NFL
Of the models in the Game Training Phase of player development (U13 – U17), which do you believe offers the best development opportunity for local male players?	41% Model 1	41% Model 1	42% Model 1	43% Model 2 & 1	63% Model 1	40% Model 1	33% Model 1, 1 & 1	41% Model 1	40% Model 2 & 1	69% Model 1	58% Model 4	50% Model 4	46% Model 1	80% Model 2
Of the models in the Game Training Phase of player development (U13 – U17), which do you believe offers the best development opportunity for local female players?	48% Model 1 & 1	48% Model 1 & 1	48% Model 1 & 2	38% Model 2	75% Model 1	45% Model 1 & 1	47% Model 1 & 1	44% Model 1	36% Model 1, 1 & 1	72% Model 1 & 1	50% Model 4	50% Model 4	54% Model 1 & 1	60% Model 2
Should the region's most talented female players be playing regularly in male competitions to assist in their development?	43%	60%	41%	42%	51%	37%	51%	41%	40%	40%	45%	57%	62%	40%

**Legend - Models**  
 Model 1 - Status Quo  
 Model 2 - Talented Player Program  
 Model 3 - Canberra United Academy for Girls / Talented Player Program for Boys  
 Model 4 - Canberra United Academy in NTC Age Grades

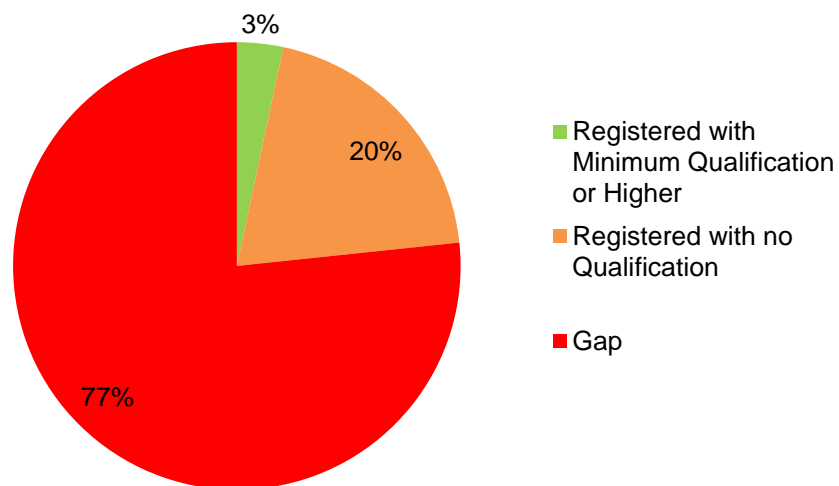
**Legend - Responses**  
 Green - Positive response was the highest returned response to the question  
 Red - Negative response was the highest returned response to the question  
 Grey - No opinion or undecided was the highest returned response to the question



**ANNEXURE 3: NPL COACH ANALYSIS**

Competition	Clubs	Head Coach Required	Minimum Qualification	Coaches Registered with Minimum Qualification or Higher	Coaches Registered without the minimum Qualification	Gap in Registered Coaches
<b>NPL</b>	10	10	A-Licence	0	1	9
<b>NPL 20</b>	10	10	B-Licence	1	2	7
<b>NPL 18</b>	10	10	B-Licence	0	3	7
<b>NPL 16</b>	10	10	C- Licence	2	2	6
<b>NPL 14</b>	10	10	C- Licence	1	2	7
<b>NPL 13</b>	9	10	C- Licence	3	1	6

**NPL Mens  
(NPL, NPL 20, NPL 18)**



**NPL Youth  
(NPL 16, NPL 14, NPL 13)**

