



CLUB DEVELOPMENT AND ASSESSMENT 2025



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WHAT IS CLUB DEVELOPMENT?

Club Development is Football Queensland's quality assurance and club support process to provide improved services for our members, players and coaches across the state. The Club Development Assessment focuses on committed youth development clubs by understanding their Planning, Delivery and the Outcomes achieved. It will positively impact the following:



MEMBERS' NEEDS

- Members' safety
- Members' enjoyment of the environment
- New and returning members
- Fee transparency & affordability
- Challenging environment



SPORT, FQ & FOOTBALL AUSTRALIA GOALS

- Registered coaches ratio
- Female participation ratio
- Connected clubs in connected competitions
- Players & coaches progression
- Talent ID
- Safeguarding & Child Protection laws



CLUBS' UNIQUE GOALS

- Focus on FQ Academy only (Example 1)
- Promotion to NPL with high number of home-grown players (Example 2)
- Provide equal opportunities for local boys and girls (Example 3)

MULTIFACETED COLLABORATION

A member of the FQ Club Development Unit will collaborate with and provide feedback to clubs through:

- Club visits, interviews, reviews and presentations (limited in Tier 2)
- Formal and informal meetings
- Training and game day observations (number of visits limited at Tier 2 Level in 2025)
- Assessment and evaluation process

Each club has a key FQ contact (Club Development Ambassador) while other members of the FQ Club Development Unit will also participate in the assessment and work with the clubs in areas on specific projects (i.e. coach education, talent management).

The FQ Club Development Ambassador liaises with the club through face-to-face contact opportunities:

- Informal consultation – FQ Club Development Ambassador's meeting with Club TD (in person or via Teams/Zoom call)
- Training night visits - in person, can be unannounced, includes informal consultation with the coaches before or after training (Tier 1 Only)
- FQ Academy game day visits – includes other Club Development Ambassadors observation on both teams
- Club interviews (TD, Club President/Head Administrator – live or via Teams/Zoom)
- Club Development Workshops, Webinars and Best Practice Seminars
- Club Development presentation

MEMBERS OF THE FQ CLUB AMBASSADOR TEAM



**GABOR
GANCZER**
Pro Diploma



**MIKE
EDWARDS**
Pro Diploma



**GARRATH
MCPHERSON**
Pro Diploma



**TOM
LAXTON**
A Diploma



**DAVIDE
BERTAMINI**
A Diploma



**GARETH
THOMSON**
A Diploma



**MARTIN
DOCHERTY**
A Diploma



**ALEC
WILSON**
A Diploma



**MATT
POOLE**
A Diploma



**SCOTT
GRIMSHAW**
A Diploma



**JASON
MAGUIRE**
A Diploma



**BRIAC
WILLIAMS**
B Diploma



**JUAN
PROPATO**
B Diploma



**SARAH
WILLINGTON**
B Diploma



**TYLER
LOGAN**
B Diploma



**DALE
HILL**
GK B Diploma

CLUB DEVELOPMENT AMBASSADOR'S ROLE

Role of the FQ Club Development Ambassador:

- Key point of contact at Football Queensland for all technical matters
- Consultant to the club technical director to provide advice, feedback on potential best practice and bring certain resources, protocols to the TD's attention
- Observer and advisor role at certain club training, matches (Tier 1 Only) or workshops
- Presenter of the club development process and findings to club TD and management
- Talent management: players FQ Academy nomination, liaison for player upgrades, playing out of age requests (if requires advise beyond competition administration decision)
- Coach education: liaison for club requests (although the administration of coach education and live coach assessments is not the Club Ambassador's responsibility)
- Based on the separation of the Club Development and Club Assessment function the CDA only provides further information to the Club Assessment Unit. CDA's provide main input on Delivery observation and assessment
- Creates Club Development plan with club officials following the assessment process
- Occasionally represents FQ in non-technical matters to assist in checking compliance related to the Football Queensland's licence or future tier rating requirements

The Club Development Ambassadors are not allowed to:

- Write club assessment documents
- Take requests regarding competition policies, administration and scheduling, referee appointments, player transfers and registration or de-registration, disciplinary, child protection, media/marketing, venue standards and finance matters or grant related enquiries
- Conduct team training at clubs unless it is part of a pre-booked workshop

ASSESSMENT PURPOSE

THE CLUB DEVELOPMENT PROCESS



CONSULTATION



ASSESSMENT

- Communicate findings to TD/Club President
- Devise a plan



EDUCATION & RECOGNITION

- Tailor made
- Formal and ongoing informal
- Recognise high performing clubs and Technical Staff



ADDED VALUE

- Accessing resources
- Central services

The main purpose of the club development assessment is to determine each club's position in relation to their individual growth and development. In 2022 a new Tier 2 level of quality assurance service was introduced and remains in place for clubs in the FQ Academy League 3 or 4. The Tier 2 assessment is also offered to several regional clubs with FQPL status and proven commitment to youth development.

The technical assessment will

- Improve clubs understanding of their strengths and weaknesses
- Drive FQ's strategic objectives (Gender Equity, Participants, Clubs & Elite Teams & Pathway)

- Create a technical starting point for Club Development
- Introduce quality assurance in line with sport industry standards
- Improve and synchronise previous feedback protocols
- Identify and share best practice
- Protect clubs who are demonstrating they are 'doing the right thing'
- Provide platform to support 'Best vs best' & 'Like vs like'

Recognition

The club development assessment annually recognises high performing clubs and technical personnel in relation to their planning, on field delivery and player development outcomes:

Technical Director of the Year – All Technical Directors of FQ Tier 1 Academy League clubs are eligible for nomination if they hold an 'A' Diploma. All club Technical Directors and FQ CDAs submit a vote of their top three candidates.

Club of the Year (Advanced Pyramid) – advanced clubs are ranked in three areas: 1. improvement in assessment, 2. Assessment ranking, 3. Fair play of U13 to U18 teams (lowest number yellow and red cards).

Academy of the Year – The club who produced the most number of athletes entering State or National Team programs. QAS are not eligible to receive this award.

Development Coach of the Year - Nominated by CDAs across the state and FQAL TDs.

Junior Player of the Year - Nominated by CDAs and state team coaches across the state. FQ technical staff decides the winner for boys and girls award.

SCOPE & APPLICATION



Forms basis of movement within competition for the benefit of like with like

Football Queensland will assess how clubs...



**PLAN THEIR
PROGRAMS**



**DELIVER THEIR
PROGRAMS**



**ACHIEVE
OUTCOMES,
CELEBRATE SUCCESS**

Subsequently this will assist FQ to...



**IDENTIFY AND
INFLUENCE THEIR
PROGRAMS**



**IMPROVE
PROGRAM
DELIVERY**



**ASSESS AND REFINE
ITS SERVICES
TO OUR CLUBS**

- a) The club development assessment shall apply to all 2025 FQ Academy League Licence Holders.
- b) Football Queensland (FQ) will interpret and apply all articles of the Assessment process and any such interpretation or application will be final and binding on all parties.
- c) This assessment applies to participants in the following programs unless stated otherwise:
 - Football Queensland Boys FQ Academy (U9-U12);
 - Football Queensland Girls FQ Academy (U9-U11)
 - Football Queensland Boys FQ Academy (U13-U18)
 - Football Queensland Girls FQ Academy (U12/U13-17)
- d) Football Queensland will also undertake assessments at:
 - Regional FQ Academy operated by FQ – U9-U17s
 - Regional FQPL clubs offered and accepted participation via screening process

The club assessment is only compulsory for clubs that want to participate in advanced leagues (SEQ) or want to be recognised for the youth development system (regional Queensland). Clubs participation in community football is not subject to the assessment.

For clubs that have an advanced junior boys and girls program at different tiers, their whole junior program must be assessed against the higher criteria (i.e. if the club has an FQ Academy League 1 (Tier 1) Girls and FQ Academy League 4 (Tier 2) Boys program it is required to undertake Tier 1 assessment considering the services provided to both genders).

Clubs that don't have complementing boys and girls programs will only be assessed on their existing programs performance. Clubs that are able and committed to run both programs have more opportunity to be recognised in certain areas (i.e. Player Pathway). All clubs participating in the

advanced assessment are encouraged to offer an Academy level program for both genders.

Clubs not meeting at least the Bronze criteria for Tier 1 assessment are obligated to start with a Tier 2 assessment the following assessment year (subject to a valid licence agreement). Tier 2 clubs not meeting the FQ Development Committed requirements are excluded from the FQAL and Club Development system in the following year.

Tier 2 clubs aspiring to be part of and successfully screened for Tier 1 assessment will be evaluated against the higher criteria. For example: even if clubs only run a League 3 or 4 program, they will be assessed in line with the Tier 1 FQ Academy requirements (except match and training day observation line items).

Clubs that are aiming for a higher shield rating within the Tier assessment next year are not only required to meet the next shield's assessment score but also must meet the higher shield category's "Non Negotiable – Shield Threshold Standards" within the current assessment year to achieve the higher shield in the next season.

The placement of clubs for the 2025 South East Queensland season and beyond will be defined by club assessment outcome points and weighting factors only, with the club assessment process significantly weighted.

This process means that in line with the positioning of SEQ clubs in Like v Like competitions there is a possibility of movement between leagues relative to the clubs delivery in the previous year. Based on the above measures FQ Academy Clubs may be allocated in different levels of the 1-4 league structure in 2026. This process is not applicable for regional teams.

In order to make sure clubs are assessment is fair in long term, FQ introduce rolling averages in Planning documentation's assessment and will decrease clubs submission obligation and frequency in this macro area.

Note that all clubs participation in the SEQ based FQ Academy Leagues is subject to obtaining a valid FQ member affiliation and licence agreement.

CLUB ASSESSMENT CHANGES IN 2025

As Football Queensland's successful club development program enters its sixth year of implementation, FQ has continued to measure progress and determine any adjustments required to align with global best practice.

FQ engaged Double Pass, a globally recognised and market leading Belgian football advisory company, to conduct an international benchmarking, assessment and process audit of FQ's statewide academy system. Double Pass boasts over two decades of experience in leagues' quality assurance and club development from England to Brazil and employs 75 football experts worldwide.

Double Pass conducted an initial assessment between August and December 2024, during which time they completed an environment and strategy analysis, interviewed and surveyed stakeholders online and in person, visited clubs and worked closely with Football Queensland during the on-site phase of their review.

Through this work, they identified further best practice areas, completed a gap analysis and presented an initial series of reports with recommendations.

Their comprehensive review has highlighted that "FQ's club development and assessment serves as an excellent and strong foundation for creating youth academies that operate to achieve global best practice".

Double Pass also outlined that "FQ is pioneering football quality assurance in Australia using extensive content to evaluate and benchmark clubs to deliver technical objectives".

The expert team, led by Hans van der Elst and Jelle Van Camp, suggested some key actions and recommendations within macro areas such as the Model, Environment, Strategy, Management, Quality Assurance, Club Development, Rewards & Protection and Data & Technology.

FQ will work with Double Pass to introduce changes across the following main areas of focus:

1. Separation of the Club Development and Quality Assurance functions to deliver better club support.

FQ is delivering a structural change to set up a Club Development and a Club Assessment Unit.

The Club Assessment Unit leads the academies quality assurance through the co-ordination of the FQ Academy League Clubs' evaluation process. Their work is inclusive of club communication, progress tracking, objective items' assessment and report preparation.

The Club Development Unit will have direct responsibility to provide bespoke servicing of clubs pooled in three support categories to achieve optimal player development outcomes.

2. Objectivised assessment with increased data driven approach, standardised evaluator training and changing multi-assessor view.

Specialised assessor / auditor specific training to further improve audit function. Multi CDA observation at trainings and games. Establishment of a Football Data Analyst role (start date TBC).

3. Progressive introduction of a Two-Year Assessment Cycle where possible.

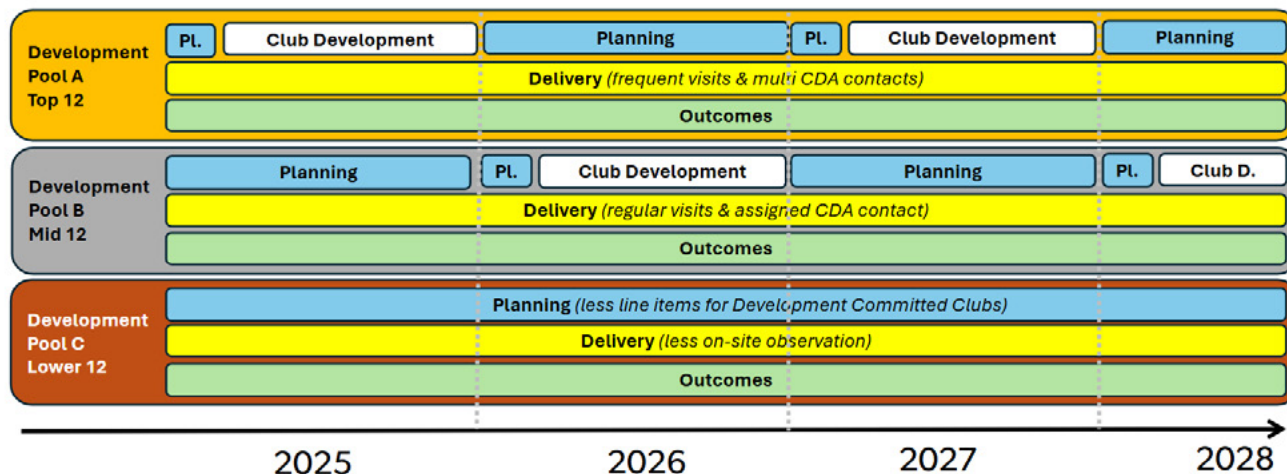
To reduce FQ resource loads and redeploy into supporting club technical development, lowering the compliance requirements of clubs from annual to biannual. FQ will consider an incremental process to enable this.

2025: In addition to mandatory items P2 and P5, Pool A clubs are only re-assessed on three other planning items of their choice. This means that Pool A clubs will only be assessed on 5 planning items instead of 19.

2026: Pool B and Pool C clubs are only re-assessed on three Planning items of their choice of improvement instead of 19.

Rolling average is used for clubs' Planning items over a two year period. For the 17 Planning items not being assessed in the Assessment year, a rolling average will be used to harmonise across the two years. A clubs Planning score may increase or decrease based on the 3 selected Planning items being assessed in that assessment year.

Timeline:



4. Increase focus on Individual Player Development & Delivery in the youth academies.

Focused club development plans, increased weighting and point value of specific line items are considered.

Overall percentage changes of macro areas over the years. Football Queensland has delivered a planned maturation of the assessment priorities over the last four years. With each year of assessment, the weighted priorities have evolved from Planning to delivery

Component	2025	2024	2023	2022
Tech Quals	23.5%	23.8%	23.0%	24%
Planning	25.5%	27.6%	28.6%	34%
Delivery	33.2%	31.9%	32.5%	33%
Outcomes	17.8%	16.7%	15.5%	9%

Legend - Red: major decrease, Green: major increase.

Weighting and point value changes in 2025:

Component	Line Item	2025	2024
Planning	P1 - Club Values, Mission, Vision and Philosophy (merged)	Score: 0-3 Weight: 6 Total Points: 18	Score: 0-3 Weight: 8 Total Points: 24
Planning	P2 - Player Development & Coaching Methodology Principles (merged)	Score: 0-4 Weight: 8 Total Points: 32	Score: 0-3 Weight: 8 Total Points: 24
Delivery	D6 - Training Delivery Observation	Score: 0-4 Weight: 10 Total Points: 40	Score: 0-3 Weight: 8 Total Points: 24
Delivery	D9 - Individualised & Specialised Training	Score: 0-3 Weight: 8 Total Points: 24	Score: 0-3 Weight: 6 Total Points: 18

Legend - Red: major decrease, Green: major increase.

The 2024 item P4 - Coaching Methodology Principles & Age Specific Guidelines have been removed and merged into P2 Player Development & Coaching Methodology Principles. The 2024 item P2 - Club Values and Long-Term Athlete Development Goals has been reallocated to different line items (P1 and P2 respectively).



5a. Further assessment stretching opportunities for aspirational clubs.

Incrementally add 4-point scenarios to further evolve high scoring clubs for continued progression.

Increased points scale / weighting of key delivery line items, including two 4-point scoring items (as per Double Pass recommendation). This will allow clubs to showcase mastery in coaching methodology and training delivery in the future.

2025 (2 items with a score of 4)

- Training Delivery Observation
- Coaching Methodology Principles

2026 (3-4 items with a score of 4)

As above plus

- Coach Mentoring (TBC) and/or
- Individual Development & Specialised Training (TBC)

5b. Shield Based Threshold Standards

Minimum shield thresholds within each shield rating and higher scoring options in key areas.

Based on the Double Pass' audit and recommendations Football Queensland extends the Non-negotiable requirements with Threshold Standards as part of the Club Assessment documentation from 2025. These minimum standards are implied to acquire or maintain Gold / Silver / Bronze FQ Club Academy Shields.

The Threshold Standards reflect on three crucial areas of club academies:

- Club Structure Standards
- Coaching Standards
- Training Program Standards

The standards are set for each Shield level and they are introduced gradually within the next four years.

Tier 2 academies with Club Development Committed badge are not bounded by additional Threshold Standards while they must meet their standard Non-negotiable criteria to maintain their CDC status.

All clubs that aspire to be rated at a higher Shield level for the following year, must meet the higher assessment and shield based Threshold Standards during the evaluation year.



Shields* / Required Standards	Gold	Silver	Bronze
Club Structure Standards	Clubs to submit: <ul style="list-style-type: none"> - Organisational Structure (10 functions to be covered within the next four years: General Manager, Technical Director, Head of Youth, Head of Junior, Head of Female Football, Head of Individual Development, Head of Goalkeeping, Head of Wellbeing, Head of Sports Science & Medicine, Club Analyst) - Gold Standards - 70% covered (*TD is Full Time + Female, Youth, Junior, Individual Development are mandatory) - Head of Female/Youth/Silver min. B Licence enrolled. - Head of Indiv. Dev is min C Licence. - Position Descriptions - Roster / Contact with teams 	Clubs to submit: <ul style="list-style-type: none"> - Organisational Structure (most of 10 functions to be covered within the next four years: General Manager, Technical Director, Head of Youth, Head of Junior, Head of Female Football, Head of Individual Development, Head of Goalkeeping, Head of Wellbeing, Head of Sports Science & Medicine, Club Analyst) - Silver Standards - 50% covered (*TD is Full Time + Female, Youth, Junior are mandatory) - Head of Youth min. B Licence; Head of Junior & Female minimum C Licence. - Position Descriptions - Roster / Contact with teams 	Clubs to submit: <ul style="list-style-type: none"> - Organisational Structure (the majority of 10 functions to be covered within the next four years: General Manager, Technical Director, Head of Youth, Head of Junior, Head of Female Football, Head of Individual Development, Head of Goalkeeping, Head of Wellbeing, Head of Sports Science & Medicine, Club Analyst) - Bronze Standards - 40% covered (*TD is Full Time from 2026 + Female, Youth are mandatory) - Head of Youth min. B Licence; Head of Female minimum C Licence. - Position Descriptions - Roster / Contact with teams
	Progress to prepare for: <p>All above is in place and active while Can miss 3 out of 10 in 2025 (70%) Can miss 2 out of 10 in 2026 (80%) Can miss 1 out of 10 in 2027 (90%) Full structure in 2028</p>	Progress to prepare for: <p>All above is in place and active while Can miss 5 out of 10 in 2025 (50%) Can miss 4 out of 10 in 2026 (60%) Can miss 3 out of 10 in 2027 (70%) Silver can miss 2 from 2028 (80%)</p>	Progress to prepare for: <p>All above is in place and active while Can miss 6 out of 10 in 2025 (40%) Can miss 5 out of 10 in 2026 (50%) Can miss 4 out of 10 in 2027 (60%) Silver can miss 3 from 2028 (70%)</p>
	Evaluation: <p>Fail / Pass / On notice (if miss % or circumvented a position with unsatisfactory delivery). Clubs can only be on notice for the same line item for one season and no more than one line item in a year. Repeated non-compliance or missing more than one Club Structure Standards requirement result lower shield rating. As Club Structure Standards are part of the Non-negotiable assessment, failing any requirement results a lower Shield rating.</p>	Evaluation: <p>Fail / Pass / On notice (if miss % or circumvented a position with unsatisfactory delivery). Clubs can only be on notice for the same line item for one season and no more than one line item in a year. Repeated non-compliance or missing more than one Club Structure Standards requirement result lower shield rating. As Club Structure Standards are part of the Non-negotiable assessment, failing any requirement results a lower Shield rating.</p>	Evaluation: <p>Fail / Pass / On notice (if miss % or circumvented a position with unsatisfactory delivery). Clubs can only be on notice for the same line item for one season and no more than one line item in a year. Repeated non-compliance or missing more than one Club Structure Standards requirement result lower shield rating. As Club Structure Standards are part of the Non-negotiable assessment, failing any requirement results a lower Shield rating.</p>
Coaching Standards	Qualification standards: <p>All Youth team coaches at least B Licence enrolled by the end of May within the assessment year: 2025: 2 exceptions in boys out of U13 McKay, U14-U18 FQAL 1 Youth teams, 3 exceptions in girls' program 2026: 1 exception boys, 2 exceptions girls 2027: 1 exception girls 2028: No exception</p>	Qualification Standards: <p>All Youth team coaches at least C Licence enrolled by the end of May within the assessment year: 2025: 1 exceptions in boys, 2 exceptions in girls program 2026: 1 exceptions girls 2027: No exception (all C Licensed); 2028: step up to B Licence with 2 exceptions in boys, 3 exceptions in girls program' 2029: TBA</p>	Qualification Standards: <p>All Youth team coaches at least C Licence enrolled by the end of May within the assessment year: 2025: 2 exceptions in boys, 3 exceptions in girls program 2026: 1 exceptions in boys, 2 exceptions in girls program 2027: 1 exception in girls 2028: No exception (all C Licensed); 2029: step up to B Licence with 2 exceptions in boys, 3 exceptions in girls program'</p>
	Coaching Staff: <p>All Youth teams have more than one coach at trainings (assistant / co-coaches / individual development coach / head of youth). Clubs to submit the secondary coach names and roster at the beginning of the season. Compliance with the above is recorded at FQ training delivery observations. 2025: 30% of youth teams supported by two or more coaches on each training night 2026: 55% of youth teams supported by two or more coaches on each training night 2027: 75% of youth teams supported by two or more coaches on each training night 2028: 100% of youth teams supported by two or more coaches on each training night</p>	Coaching Staff: <p>Future requirement from 2026 for Silver Clubs is that all Youth teams have more than one coach at trainings (assistant / co-coaches / individual development coach / head of youth). Clubs to submit the secondary coach names, blue card number and roster at the beginning of the season. Compliance with the above is recorded at FQ training delivery observations. 2025: this requirement is waived for the first year of its implementation for Silver clubs. 2026: 30% of youth teams supported by two or more coaches on each training night 2027: 55% of youth teams supported by two or more coaches on each training night 2028: 75% of youth teams supported by two or more coaches on each training night</p>	Coaching Staff: <p>Future requirement from 2026 for Silver Clubs is that all Youth teams have more than one coach at trainings (assistant / co-coaches / individual development coach / head of youth). Clubs to submit the secondary coach names, blue card number and roster at the beginning of the season. Compliance with the above is recorded at FQ training delivery observations. 2025: this requirement is waived for the first year of its implementation for Silver clubs. 2026: 20% of youth teams supported by two or more coaches on each training night 2027: 30% of youth teams supported by two or more coaches on each training night 2028: 55% of youth teams supported by two or more coaches on each training night</p>
	Evaluation: <p>The above coaching qualifications requirement is separate from the Club Assessment's Technical Staff evaluation while it doesn't require a different submission. Evaluation marks: Pass / Fail if the exception quota is exceeded. The provision of multi-personnel coaching staff for Youth Academy teams will be assessed during training delivery observations and no submission is required for this item.</p>	Evaluation: <p>The above coaching qualifications requirement is separate from the Club Assessment's Technical Staff evaluation while it doesn't require a different submission. Evaluation: Pass / Fail if the exception quota is exceeded.</p>	Evaluation: <p>The above coaching qualifications requirement is separate from the Club Assessment's Technical Staff evaluation while it doesn't require a different submission. Evaluation: Pass / Fail if the exception quota is exceeded.</p>
Training Program Standards	Minimum three trainings per week: <p>Term 2 school football for boys and mid T1 to mid T2 to girls may warrant exception if the age group is heavily affected.</p>	Minimum three trainings per week: <p>Term 2 school football for boys and mid T1 to mid T2 to girls may warrant exception if the age group is heavily affected.</p>	Minimum three trainings per week: <p>Term 2 school football for boys and mid T1 to mid T2 to girls may warrant exception if the age group is heavily affected.</p>
	Appropriate field access for team training: <p>I.e. ideally half field or larger for tactical training. Occasional full field for U16 and U18 teams.</p>	Appropriate field access for team training: <p>I.e. ideally half field or larger for tactical training. Occasional full field for U16 and U18 teams.</p>	Appropriate field access for team training: <p>I.e. ideally half field or larger for tactical training. Occasional full field for U16 and U18 teams.</p>
	Individualised training: <p>Individual development trainings must be regular (weekly for identified players) physically separate from team training with specialist coach instead of team coach, appropriate field space and equipment. They might be organised concurrent to team training for individuals if different timing is not achievable.</p>	Individualised training: <p>Individual development trainings must be regular (min. fortnightly for identified players) and it should be physically separate from team training, but unit training and carousel training within the team training is accepted with team coach (ideally with individual dev. coach), if there is appropriate field space and equipment.</p>	Individualised training: <p>Individual development trainings must be demonstrated as an introduction for players (min. 2-3 nights / cycle for identified players). Unit training and carousel training within the team training is accepted with team coach and assistant (if more than one group is working).</p>
	Evaluation: <p>The provision for Training Standards will be assessed through different means; mainly during training delivery observations while clubs are required to submit their full training schedule with field allocation as per previous years. Gold rated clubs required to also submit their Individual Development Coach's training schedule and the number of players per age group rostered for the specialist trainings. Evaluation marks: Pass / Fail / On notice. Clubs can only be on notice for the same line item for one season and no more than one line item in a year. Repeated non-compliance or missing more than one Club Structure Standards requirement result lower shield rating. As Training Program Standards are part of the Non-negotiable assessment, failing any requirement results a lower Shield rating.</p>	Evaluation: <p>The provision for Training Standards will be assessed through different means; mainly during training delivery observations while clubs are required to submit their full training schedule with field allocation as per previous years. Evaluation marks: Pass / Fail / On notice. Clubs can only be on notice for the same line item for one season and no more than one line item in a year. Repeated non-compliance or missing more than one Club Structure Standards requirement result lower shield rating. As Training Program Standards are part of the Non-negotiable assessment, failing any requirement results a lower Shield rating.</p>	Evaluation: <p>The provision for Training Standards will be assessed through different means; mainly during training delivery observations while clubs are required to submit their full training schedule with field allocation as per previous years. Evaluation marks: Pass / Fail / On notice. Clubs can only be on notice for the same line item for one season and no more than one line item in a year. Repeated non-compliance or missing more than one Club Structure Standards requirement result lower shield rating. As Training Program Standards are part of the Non-negotiable assessment, failing any requirement results a lower Shield rating.</p>
Progression Criteria	Clubs intend to achieve higher Shield rating in the consecutive season, must meet the higher shield's non-negotiable standards the year before.		

6. Tailor Made Club Development

Increase support for high achieving clubs with a tailor-made development service, assisting new clubs in compliance and process engagement.

Apply a tailor-made approach in Club Development to allocate the clubs into 3 pools rather than 2. While the two tier assessment remains the same FQ intends to provide more sophisticated development to clubs with different needs.

Our action is to change the system to a three Pool model for their development and not confine clubs strictly based on badge:

- **Pool A:** Top 12 clubs – mainly Gold clubs and the best Silver rated clubs
- **Pool B:** Middle 12 clubs – mainly Silver clubs
- **Pool C:** Lowe 12 clubs – Bronze rated and Club Development Committed clubs

This system will evolve resourcing model to allow for higher levels of service provision.

Pools	Clubs	Development Overview
Dev. Pool A	12	Bespoke Club Development Action Plan (CDAP) – Lead by Club Ambassador
Dev. Pool B	12	Mix of Bespoke CDAP Generic Support
Dev. Pool C	12	Generic Support – building capacity to meet Club Assessment criteria

Further recommendations (outside the scope of the assessment):

7. Educate technical leaders through specific courses to understand international benchmarks and best practices.

Introduction of Masterclass education systems. This recommendation requires further investment, and FQ seeking to secure this service or invite more international presenters to our Coaching Convention.

8. Tightening of league composition.

Restrict higher leagues with lower numbers or potentially consider a move to shield-based scenarios. This recommendation will provide further opportunity for consultation before its potential implementation in the coming years.

Subject to resourcing the process will lead to the gradual implementation of adopted recommendations commencing in season 2025 and continuing across following years.

9. Tier 2 Specific Assessment Changes

1. P1 line item is renamed as “Club Values, Mission, Vision and Philosophy”. It’s weighting went down from 8 to 6.
2. P2 is a new merged line item and renamed as “Player Development and Coaching Methodology Principles”.



FQ ACADEMY CLUB ASSESSMENT FRAMEWORK

TIER 1



TIER 2



**ADVANCED
DEVELOPMENT
CLUBS**





ASSESSMENT METHODOLOGY

Off the back of the Double Pass recommendations, a review of the club assessment components was conducted by the Football Queensland Club Development Unit to guide the direction of the assessments from 2025. As part of this;

- Based on the foundation of continuous improvement, the assessment criteria have been reviewed, and categories were simplified or added based on the clubs' needs.
- Weightings of Planning, Delivery, and Outcomes were adjusted with a heavier focus on the Delivery component
- An assessment of the score and weightings of each line item was conducted
- The rating stipulates best practice; clubs are assessed on components to provide a basis for future development.





CLUB SHIELD

TIER 1



TIER 2



CLUB PROGRAM VALUE INDEX

An initiative to display program value for players and parents within categories by comparing similar products

Calculated: Registration Fee / Assessment Score

The introduction of club assessment measures aims to strengthen accountability, transparency and visibility around how each club is performing across all technical areas. The Club Shield will serve as a visual mechanism to reflect those achievements.

Forming part of the yearly club assessment through the FQ Club Development & Assessment Units, the Club Shield system is presented as a digital design and will provide a 'snapshot' of standards based on the club's planning, program delivery and the achieved outcomes.

The Club Shield will display either a Gold, Silver, Bronze, or Development Committed rating which reflects on the academy programs provided for the U9 to U18 age groups. These visual Club Shields will be available for parents and participants to view on footballqueensland.com.au and each club will have the opportunity to place their Club Shield on their own website and club collateral with no modification.

Club Shields are expected to be available at the end of 2025 to be displayed for the following year (2026) as clubs complete relevant assessments and will display finalised assessments based on the level of clubs actual program delivery. It can also ensure that participation fees represent value and are as affordable as possible, as programs will now be presented accordingly.



EVALUATION TIMELINE

FQ ACADEMY CLUB ASSESSMENT DEADLINES

- Player retention - 10/02
- Assessed Planning items agreed upon - 31/02
- Technical staff qualifications - 31/03
- All Non-negotiables - 31/03
- Assessed Planning document submission - 30/03
- Delivery and Outcome document submission - 31/07

TIER 1 CLUB DEVELOPMENT 2025 TIMELINE

2025		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Season Phase			Pre Season		Competition Phase							Post Season		
TIER 1 Club Development	Areas of Support (3-5)	Trends Identified & Framework Prepared	Club Dev. Plan Discussed by early February	Feedback Implementation and Support Cycle (Workshops, Webinars, TD Mentoring, Coaching Knowledge Base, Shared Best Practice Seminars, Club, Training and Match Visits, etc.)							Check Learning			Trends Identified & Framework Prepared
Club Assessment	Planning			Assessed Planning Items Agreed Upon 31/02	Technical Staff Qual's to submit 31/03 Assessed Planning document Submission 30/3	Retained planning docs to submit 30/04	New Planning docs to submit 31/05		Deadline to submit all remaining documentation 31/07					
	Delivery		Ongoing visits							Assessment	Preliminary Rating	Review, Appeal & Final Rating	Declaration of leagues	
	Outcomes			Player Retention 10/2					Members Survey					
	Non Negotiable				All Non-negotiables 31/03									

EVALUATION TIMELINE

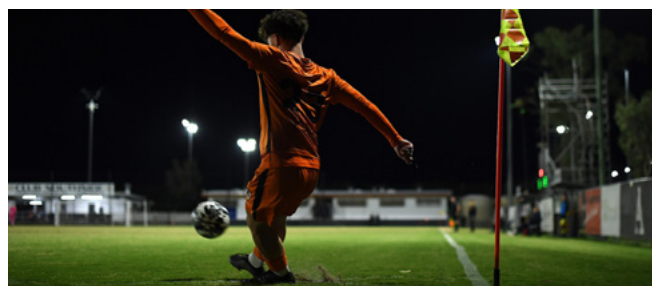
FQ ACADEMY & REGIONAL CLUB ASSESSMENT DEADLINES

- Player retention - 10/02
- Technical staff qualifications - 31/03
- All non-negotiables - 31/03
- Planning documents submission - 30/04
- Delivery and Outcome document submission - 31/07

TIER 2 CLUB DEVELOPMENT 2025 TIMELINE*

2025		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Season Phase			Pre Season		Competition Phase							Post season		
TIER 2 Club Development	Areas of Support (2-4)	Trends Identified & Framework Prepared	Club Dev. Plan Discussed by early February	Feedback Implementation and Support Cycle (Workshops, Webinars, TD Mentoring, Coaching Knowledge Base, Shared Best Practice Seminars, Club and Match Visits, etc.)						Check Learning				Trends Identified & Framework Prepared
Club Assessment	Planning		Tier 1 Screening 30/01 – 11/02		Technical Staff Qual's 31/03	Planning documents Submission 30/04			Deadline to submit all remaining documentation 31/07		Assessment	Preliminary Rating	Review, Appeal & Final Rating	Declaration of leagues
	Delivery		Ongoing visits											
	Outcomes			Player Retention 31/01					Members Survey					
	Non Negotiable				All Non Negotiables 30/03									

EVALUATION PROCESS



Club document submission

- Please refer to the areas with “electronic submission” requirements within the Planning, Delivery, Outcomes and Non-negotiables sections of the club development Assessment Areas (Appendix 7 and 8)
- More than six months is provided for clubs to prepare their Delivery and Outcome documentation. Best practice suggests that clubs should have most of their Planning documents updated and ready for commencement of their training cycles, so less time is given for the submission of these documents
- Clubs can submit their Planning documentation at any point of time when the FQ Club Development portal opens in early 2025
- Please refer to the communication protocols and document submission which provides a user guide for the FQ Club Development portal
- Refer to timeline on previous page
- To reduce FQ resource loads and redeploy into supporting club technical development, the process is lowering the compliance requirements of clubs from annual to biannual. The first 12 ranked clubs required to only submit three Planning line items beside P2 – Player Development & Coaching Methodology Principles and P5 – Goalkeeper Development Strategy. For the remaining Planning items not being assessed in the Assessment year, a rolling average will be used to harmonise across the two years. A clubs Planning score may increase or decrease based on the 3 selected Planning items being assessed in that assessment year.

FQ Club Development Unit’s observation and data collection:

- Club visits, interviews, reviews and presentations (amount dependent on development pool)
- Formal and informal meetings with club officials and members
Training and game observations (amount dependent on development pool)
- Member experience survey

Evaluation

- The preliminary assessment is conducted through a moderated process provided by Football Queensland’s Club Assessment Unit.
- The objectivity of the evaluation is supported by Football Queensland’s assessment rubric with detailed references to cues and best practice for each area. The rubric is developed by highly qualified and experienced Technical Staff, with further guidance from Double Pass leading into 2025. Through the involvement of Double Pass, standards are further in line with best practice to drive Queensland’s youth development systems to meet national and international benchmarks.
- The FQ Club Assessment Unit will independently evaluate each line item using 0 to 3 scores (3 being a high-level standard), with some line items using a 0 to 4 score for 2025 (a score of 4 means the line item is at a standard exceeding a large majority of clubs). Written comments will be provided to offer qualitative feedback. Each score is weighted with a score multiplier (Scaled Average Weighting) based on the importance of the specific area. Please see the weighting of each area in Appendix 7 and 8.
- The FQ Club Development & Assessment Unit will moderate and discuss outliers or major points of difference and seek clarification from the ambassador or club. Please note that the evaluation process doesn’t provide opportunities for clubs to present new content beyond specific explanation on existing documentation when it is requested.
- At the end of the three-step process (1st and 2nd evaluation, group moderation) the FQ Club Development & Assessment Unit provides the preliminary score and high-level feedback.
- The preliminary score should be provided within the timeline commitments outlined in this document.
- Tier 1 - Gold rating is awarded if minimum 75%, Silver rating is awarded if minimum 55%, Bronze rating is awarded if minimum 35% is achieved out of the overall maximum points.
- Tier 2 – Development Committed rating is awarded if minimum 55% is achieved out of the overall maximum points. FQ Academy League Club are recognised if below 55% is achieved.

REVIEW AND APPEAL

- Upon receipt of the preliminary assessment and score, clubs can submit their review request with specific comments within eight (8) days to the State Technical Director through the appropriate communication channels.
- Clubs are eligible to appeal the maximum amount of review items per club as stated below:
- Tier 1 - A maximum of 10-line items will be reviewed by the Club Development Unit at Tier 1 Assessment. A score review can be requested for a maximum of 4-line items in the Planning (i.e., P3, P11, P18, P22), 4-line items in the Delivery, and 2-line items in the Outcome section.
- Tier 2 - A maximum of 5-line items will be reviewed by the Club Development Unit at Tier 2 assessment. A score review can be requested for a maximum of 2-line items in the Planning (i.e., P1, P2), 2-line items in the Delivery, and 1-line item in the Outcome section.
- Upon receipt of the review request, the FQ Club Development Unit provides detailed feedback to the club regarding their request and communicates the revised or preserved score (final score) within 10 working days.
- Clubs can appeal the outcome of the review within three (3) days to the CEO of Football Queensland. The CEO has eight (8) 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 Queensland's licence holder clubs the above process exhausts all review opportunities.

EXEMPTION REVIEW IN MID-SEASON (MAJOR CHANGES, DISCREPANCIES)

Football Queensland reserves the right to conduct a mid-season "Exemption Review" if significant changes are happening at the club and it has a significant negative effect on the delivery and quality of the club's program.

Those changes may include but are not limited to:

- Changes in the assessments 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 quality delivery of the program

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 must be submitted one month before the submission deadline of the FQ Advanced Club Assessment documentation and has to be addressed to Football Queensland's CEO and State Technical Director.

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. Please note that Football Queensland has already adjusted the assessment in the recent years due to the effect of the Coronavirus pandemic, therefore it does not provide an opportunity for exemption.

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).

FINAL DETERMINATION AND CONFIDENTIALITY

The process for assessment includes appeal rights. Once a party has exhausted all of their appeal rights the determination of Football Queensland 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 Queensland is confidential and must not be shared with any third parties.

COMMUNICATION PROTOCOL

Exceptional customer service is crucial for Football Queensland, and we intend to offer clear and direct communication lines within the Club Development framework and the Club Assessment process.

Key contacts

The key FQ contact for each club is their Club Development Ambassador 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 should be the Club Technical Director, or equivalent Technical Lead (when applicable), as well as Club President and/or General Manager.

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. 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 conducted at clubs who undertake the Tier 1 assessments only. The FQ Club Development Ambassador 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 through FQ's Club Development Portal.

Professional courtesy and manners must be always maintained. If points of difference arise during the assessment process, the only consideration will be the best interests of the club and players' / Coaches' development.

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 FQ or via the FA on-line Registration system shall constitute Misconduct. Football Queensland reserves its right to investigate and place sanctions on a club and its licence and/or refer the matter to the FQ 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. Further to the above statement, FQ has explicitly stated at technical meetings that Clubs are required to provide unique documentation, and that any forms of plagiarism or copying will not be accepted.

Club's documentation needs to meet three key criteria to allow FQ to evaluate it at face value:

- Unique and genuine,
- Realistic to the environment and
- In line with the club's own Long Term Player Development Goals.

Audit

FQ 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 Advanced Assessment Guide or the FQ Academy Licence Agreement.

Licence Information

All other FQ Academy Licence Criteria that is not specifically spelled out in the Advanced Assessment remain in force and applicable to the clubs at all times.

COACHING KNOWLEDGE BASE

The Coaching Knowledge Base is the latest platform created by Football Queensland's Club Development Unit and supports clubs with a wide variety of documents to improve clubs' technical delivery.

The majority of resources contained on this page have been sourced and developed by the Football Queensland State Technical Director and Technical department, while the pages also offer Football Australia coaching collateral and third party intellectual properties shared with their permission.

Our aim is to assist in combatting the challenges coaches face whilst providing opportunities for people to get involved in the world game. Most of the resources can be used by all clubs in the assessment process. FQ's knowledge sharing initiative in coach education and support is critical to improving participant experiences and fostering a positive coaching culture.

The Coaching Knowledge Base has dedicated specific sections to assist with easy navigation within the site. The main resource portal is available through the Technical Resources page, and it offers content in sub sections centered around Players, Training, Coaching and Administration. The four other main pages are Football Australia Resources, Development Webinars, Coach the Coach interviews and Training Videos.

The Coaching Knowledge Base will be updated regularly with new guides, resources, and content.



CLUB DEVELOPMENT SUPPORT AND EDUCATION EVENTS

As part of Football Queensland's commitment to building capacity and know-how for our clubs we will continue to deliver a series of Workshops, Webinars and Shared Best Practice. These events are in addition to the ongoing club visits, club specific smaller workshops and meetings between Club Ambassadors and Technical Directors where appropriate.

Workshops and webinars will be designed to build capacity by delivering topics that are important to several clubs. These topics will be chosen based upon a review of the previous year's results and general delivery in clubs throughout Queensland.

These education sessions are designed to not only introduce clubs to new thoughts and concepts of player develop but show innovative or modern developments in specific areas.

Most of the Workshops will provide Continued Professional Development (CPD) hours for the revalidation of coaching licences.



FOOTBALL QUEENSLAND

COACHING WEBINAR

COACH DEVELOPMENT - COACH INTERACTION
Tuesday, 11 July | 7pm - 8:15pm

 **Players' Engagement in Team Talks**
Presented by Jack Dover & Davide Bertamini
FQ Coach Education Team

REGISTER NOW AND EARN 5 CPD POINTS

[FOOTBALLQUEENSLAND.COM.AU/COACHES](https://footballqueensland.com.au/coaches)



DEFINITIONS

Assessment score is the sum of the assessment areas' individual score from 0 to 3 (0 underperforming, 1 accepted, 2 expected, 3 exceptional) after each 0-3 value is weighted with a score multiplier (Scaled Average Weighting) based on the importance of the specific area. For some new areas and additional score of 4 is to be added. 4 being exceptional, sustained or innovative.

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

Club has the same meaning as 'Club' in the Football Queensland Constitution, however, is specific to a club that signed an Affiliation documentation and is competing in the FQ Academy League/Competition.

Club Development Football Australia and FQ initiative to build capacity at clubs to create better environments for their members, players and coaches

Club Development Unit A specific department within Football Queensland 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 Assessment Quality assurance process in line with Football Queensland'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 Assessment Process featuring Gold, Silver, Bronze (Tier 1) or Development Committed (Tier 2) ratings for clubs' FQ Academy programs.

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

Club Technical Director Responsible for player and coach development and the management of the club's technical program. The Club TD is required to provide ongoing physical presence and be actively involved at trainings and match days to support players and coaches, host face to face meetings with coaches, player and parent and club officials.

Competition Regulations means these Rules which apply to the National Premier Leagues, Football Queensland Premier League, National Premier Leagues Queensland Women's and FQ Academy League competitions and/or Leagues, administered by Football Queensland for Men's Football, Women's Football and Youth Football, as amended and updated by Football Queensland from time to time.

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

Division means a particular age group or level within all Football Queensland 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.

FQ Academy Licence means the non-exclusive licence agreement entered into by a club and Football Queensland for the club to enter teams into the FQ Academy Competitions/Leagues.

FQ means Football Queensland Limited.

FQ By-Law 11 means the Football Queensland Grievance, Discipline and Tribunal By-Law (as amended from time to time).

FQPL Football Queensland Premier League

FQPL Licence means the non-exclusive licence agreement entered into by a club and Football Queensland for the club to enter teams into the FQPL Senior Competitions/Leagues.

League means a competition conducted by Football Queensland comprised of specific gender and age divisions, as declared by the Football Queensland 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 Queensland 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, opposing players, coaches, or fans. It also means the submission of false and misleading documentation and plagiarism.

Regional means an area of Queensland which is outside of the following zone areas : Metro, South Coast, Darling Downs, Sunshine Coast (to avoid doubt, any FQ Academy licences held in the following zone areas will be deemed Regional – Wide Bay, Central Coast, Far North & Gulf, Northern and Whitsunday Coast).

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 Queensland Official Regulations of Competitions and the Club Development and Assessment Information Pack that is published each year.

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

Team means a football team entered by a club to play in Football Queensland 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 Queensland to the jurisdiction as prescribed by the Football Queensland By-Law 11. References to the Tribunal

APPENDIX 1

TIER 1 APPLICATION CRITERIA

Application criteria for Tier 2 clubs to access Tier 1 Assessment - 2025

Tier 2 Clubs can only access Tier 1 assessment if they have successfully achieved a minimum 60% rating within the Tier 2 assessment in the previous assessment year and successfully complete the screening process below that determines if their youth development department is ready for a full evaluation.

Tier 1 clubs also fielding Tier 2 teams can't participate in this process as only one club team can compete in each tier.

THE REQUIRED STEPS

1. Submit coaches' qualifications for the following coaches at the club:

- Technical Director
- Junior Academy Director
- Academy Goalkeeper Coach
- Female Technical lead or Development Coach
- Strength and Conditioning Coach
- U18 Boys Coach and U17 Girls Coach
- U16 Boys Coach
- U15 Boys Coach and U15 Girls Coach
- U14 Boys Coach
- U13 Boys Coach and U13 Girls Coach
- U12 Boys Coach and U12 Girls Coach
- U11 Boys Coach and U11 Girls Coach
- U10 Boys Coach
- U9 Boys Coach

The following information is mandatory for each technical position:

1. Full name
2. Gender
3. Current Valid Qualification (if UEFA licence it must be AFC recognised via FA before employment)*
4. Valid FA number
5. Expiry date of the licence
6. Blue card number
7. Blue Card expiry date
8. Coaching and playing experience
9. Additional Relevant Tertiary Qualification (i.e. teaching)

2. Submit P1 - Club Values, Mission, Vision and Philosophy statement and documentation.
3. Submit P2 - Player Development and Coaching Methodology Principles documentation.
4. Acknowledgment to comply with the requirement of the full assessment areas (See Club Development and Assessment 2025 info pack Appendix 7 for details), if the above application is successful.

The application window is open from the 30th of January until the 11th of February. Clubs have 14 days to submit the screening documentation after expressing their interest in participating in the screening process, but no later than 11 February 2025. Scoring of all screening line items will be in line with the Tier 1 expectations. FQ will provide feedback in 14 days and evaluate if the club has achieved at least 36% of the full marks for the submission of point 1., 2. and 3. which is the equivalent of meeting FQ Academy Bronze Club rating standards in the above areas.

Successful clubs must meet all deadlines of the Tier 1 assessment. Failure to comply will limit their opportunity to participate in the higher evaluation process.

Please note that, due to limited resourcing, match day observation won't be provided for successful Tier 2 Clubs within the full assessment and those line items will be calculated as the average of the Tier 1 FQ Academy League 2 Clubs score within their preliminary rating.

Future league allocation is significantly dependent but not only based on the assessment rating. Competitive junior teams' on field points are also included in the ranking algorithm to create a well-balanced and moderated process.

Expressions of interest can be submitted via email to FQ - cdasupport@footballqueensland.com.au

The documents must be submitted via the FQ Club Development Hub (Sharepoint) by the 11th February 2025

TIMELINE

- 30th of January - 11 February 2025: Expression of interest
- 11th of February 2025: Submission deadline of screening documentation
- 25th of February 2025: Screening outcome is confirmed and communicated
- 26th of February - 31st July 2025: Tier 1 Assessment
- 15th of September 2025: Assessment outcome is confirmed and communicated
- 15th of October 2025 (TBC): League declaration

Expressions of interest can be submitted via email to the Club Development Unit through cdasupport@footballqueensland.com.au

Documentation must be submitted through the FQ Club Development Hub (SharePoint), folder allocation will be provided at the time of the of the EOI.

APPENDIX 2

TIER 2 APPLICATION CRITERIA

Community clubs' entry to FQ Academy Tier 2 Assessment – 2025

TRANSITION FROM COMMUNITY JUNIOR PROGRAMS TO THE ADVANCED ACADEMY PYRAMID

The FQ Academy League provides opportunities for community clubs in the broader South East Queensland region that are ambitious and active in youth development and ready to invest in the future of the game.

The FQ Academy boys system is currently capped at 40 club positions (include the FQ Academy QAS program) with clubs able to potentially enter and exit.

New club entry is offered through an Expression of Interest and Screening process in Year 1, subject to FQ Academy positions becoming available in the following season (Year 2).

This document provides an overview of the four-stage process that will be made available to interested community clubs.

STAGE 1 – EXPRESSION OF INTEREST

Clubs looking to enter the FQ Academy leagues will be required to provide supporting documentation for their inclusion via an Expression of Interest process by the 18 of February 2025.

The EOI should contain the following information:

- Club's ability to meet and maintain FQ club affiliation criteria
- How the club's technical and development ambitions align with the strategic plans and objectives of Football Queensland
- Club is located in a growth corridor (Tier 2 club might be exiting within the area) OR clearly represents the demands of the demographics of the area
- The club's capacity to field teams in all required age groups (girls U10-U17, boys U9-U18)
- Evidence that the club has been registered to FQ CCD Initiative for a minimum one-year period and has a registered Club Coach Coordinator
- The club can provide a minimum half field space for each academy team and trains a minimum 2 nights per week from U9+
- All coaches are registered and hold a minimum community coach qualification level and blue card number (as per FQ CCD requirements)

Send your EOI by the deadline the Club Development Unit (SharePoint) through cdasupport@footballqueensland.com.au

Clubs will be notified by the 28th of February about their EOI outcome.

STAGE 2 – TIER 2 SCREENING DOCUMENTATION

Clubs that successfully meet the prerequisites specified in the EOI will be invited to complete the screening documentation by the 7th of March 2025 for Tier 2 Club Assessment to understand the level of the current technical services at the club.

The Club Assessment process is the main quality assurance and progression mechanism to enter, remain and be promoted within the FQ Academy League 1-4 pyramid.

The screening documentation will be evaluated and clubs that meet the below requirements may undergo a Tier 2 assessment during the current season.

The Screening documentation for Tier 2 Club Assessment includes the following:

- Club mission, vision and philosophy
- Appointment of a Club Technical Director who holds an advanced coaching licence
- Current technical staff (U9-16 boys and U10-17 girls): coaches name (all registered), qualification level and blue card number
- Commitment to provide advanced player services (game time records, player evaluations)

The Club's documentation and coaching will be evaluated on the above areas with Tier 2 measures. Clubs are notified by the 21st of March.

A successful screening outcome is set at 36% of the total scores that equals minimum advanced level delivery of the selected areas.

STAGE 3 – TIER 2 CLUB ASSESSMENT

Clubs that wish to be considered for entry to the FQ Academy Leagues must demonstrate their ability to meet the requirements in the calendar year before they potentially enter the FQ Academy Leagues.

Clubs are therefore required to complete the Tier 2 assessment documentation between April and July and receive a preliminary assessment by September.

Clubs must achieve an FQ Development Committed rating which is awarded if their overall score of the Tier 2 assessment has reached at least 55% of the total points.

Procedural remedy is available as it is described within the Review and Appeal chapter of the document.

TIMELINE OF THE TRANSITION PROCESS IN 2025

COMMUNITY CLUBS TO FQ ACADEMY TIER 2, 2024 > 2025

- January 2025: info pack document is released
- 18 February: Expression of Interest
- 28 February: EOI documentation outcome
- 7 March: Screening documentation submission
- 21 March: Tier 2 Screening outcome communication
- 22 March – 31 July: Tier 2 Club Assessment document submission (if screening is successful)
- 15 September: Tier 2 Club Assessment Outcome
- 15 October (TBC): Club potentially invited to participate in FQ Academy League

FURTHER INFORMATION

Ryan Fett GM - Strategic Club Development: ryanf@footballqueensland.com.au

Gabor Ganczer GM - Football & State Technical Director: gaborg@footballqueensland.com.au

STAGE 4 – ACADEMY LEAGUE INVITATION

At the finalisation of all Tier 2 Club Assessments, Football Queensland may invite the highest rated community club(s) to join the FQ Academy League 4 (Boys) or FQ Academy League 2 (Girls) in the upcoming season if they are:

- **ASSESSMENT COMPLIANT:** the club successfully achieved an FQ Development Committed rating (Tier 2 assessment score over 55%)
- **LICENCE COMPLIANT:** Club has met all Club Licensing Criteria in line with Football Queensland and Football Australia's requirements.
- **POSITION AVAILABLE:** there is an existing vacant position available within the league structure OR a club vacates an FQ Academy League position.

If an FQA League position is not available, but a Community Club successfully secures an FQ Development Committed Tier 2 rating, they will remain on a waiting list until they can be included within the FQA pyramid – provided they maintain their Tier 2 assessment status. If more than one club is placed on the waiting list there will be a yearly seeding determined by Football Queensland based on the strategic alignment and the assessment score.

EXIT PROCESS: Clubs that fail to meet or maintain an FQ Development Committed rating may be replaced by a higher ranked FQ Development Committed club.

APPENDIX 3

TIER 1 & TIER 2 FQ ACADEMY FEMALE PROGRAM CRITERIA

Female program's entry to the FQ Academy - 2025

TRANSITION FROM COMMUNITY JUNIOR PROGRAMS TO THE ADVANCED ACADEMY PYRAMID

Clubs that have a single gender program might consider building out their Academy for both boys and girls. Boys' academies currently access the FQ Academy League 1-4, while girls' academies are currently accommodated in the FQ Academy League 1-2 levels.

Any existing FQA League club intending to expand their program for both genders, must be assessed at the level of the existing advanced program after the program's establishment.

As a concession at the entry point Girls Academies will be assessed against the Tier 2 criteria. From the first active year in the FQ Academy system Girls academies will be evaluated at the whole club academy's Tier level.

In order to get ready for entry, teams have to be in place and the assessment has to happen the year before. New programs entry is offered through an Expression of Interest and assessment process (Year 1), subject to FQ Academy positions becoming available in the following season (Year 2).

The girls' league placement in the FQ Academy is at Football Queensland's discretion.

FQ Academy League Tier 1 and Tier 2 clubs are required to submit the EOI via email by the 28th of February and provide their screening submission by the 14th of March via the FQ Club Development Hub on SharePoint (Stage 1).

STAGE 1

Clubs looking to enter the FQ Academy leagues will be required to provide supporting documentation for their inclusion via an Expression of Interest process.

The EOI should contain the following information:

- Club's ability to meet and maintain FQ club affiliation criteria
- How the club's technical and development ambitions align with the strategic plans and objectives of Football Queensland
- Club is located in a growth corridor for female football OR clearly represents the demands of the female participation of the club
- The club's capacity to field teams in all required age groups (girls U10-U17)
- Evidence that the club has been registered to FQ CCD Initiative for a minimum one-year period and has a registered Club Coach Coordinator
- The club can provide a minimum half field space for each academy team and trains a minimum 2 nights per week from U9+
- All coaches are registered and hold a minimum community coach qualification level and blue card number (as per FQ CCD requirements)

Submit screening documentation by the 14th of March via the FQ Club Development Hub on SharePoint.

Send your EOI by the deadline the Club Development Unit (SharePoint) through cdasupport@footballqueensland.com.au

Clubs will be notified about the EOI outcome by the 7th of March.

STAGE 2 – TIER 2 FEMALE PROGRAM SCREENING DOCUMENTATION

Clubs that successfully meet the prerequisites specified in the EOI will be invited to complete the screening documentation by the 14th of February 2025 for Female Program entry and their Tier 2 Club Assessment to submit evidence about the level of the current technical services provided to girls teams at the club.

The screening documentation will be evaluated and clubs that meet the below requirements may undergo a Tier 2 assessment (for their girls program) during the current season.

The Screening documentation for Female Programs Tier 2 Club Assessment includes the following:

1. Submit current Head of Female Football qualification
2. Submit current Coaches' Qualification for the following coaches at the club
 - U11 Girls • U14 Girls
 - U12 Girls • U15 Girls
 - U13 Girls • U17 Girls
3. Club's Female Football Strategy
4. Acknowledgment to comply with the requirement of the full assessment areas for female squad on Tier 2 level which will be part of the club's whole assessment (if the screening is successful).

TIMELINE OF THE TRANSITION PROCESS IN 2025

FEMALE PROGRAMS TO FQ ACADEMY TIER 2, 2025 > 2026

January 2025: info pack document is released

- 28 February: Expression of Interest
- 7 March: EOI documentation outcome
- 14 March: Screening documentation submission
- 24 March: Female Program Screening outcome communication
- 25 March – 31 July: Tier 2 Club Assessment document submission (if screening is successful)
- 15 September: Club Assessment Outcome (including Female Program)
- 15 October (TBC): Club potentially invited to participate in FQ Academy League
- 30 March – 31 July 2025: Female Academy's Tier 2 Club Assessment document submission (if screening is successful)
- 15 September 2025: Tier 2 Club Assessment Outcome. Indication of available female age groups for new programs.
- 15 October 2025: Club potentially invited to participate in FQ Academy League

FURTHER INFORMATION

Ryan Fett GM - Strategic Club Development: ryanf@footballqueensland.com.au

Gabor Ganczer GM - Football & State Technical Director: gaborg@footballqueensland.com.au

Club Development and Assessment Support: cdasupport@footballqueensland.com.au

STAGE 3 – ACADEMY LEAGUE INVITATION

At the finalisation of all Tier 2 Club Assessments, Football Queensland may invite the highest rated community female academy to join the FQ Academy League 2 (Girls) in the upcoming season if they are:

ASSESSMENT COMPLIANT:

- The club successfully achieved an FQ Development Committed rating (Tier 2 assessment score over 55%)

LICENCE COMPLIANT:

- Club has met all Club Licensing Criteria in line with Football Queensland and Football Australia's requirements.

POSITION AVAILABLE:

- There is an existing vacant position available within the league structure OR a club vacates an FQ Academy League position.

ENTRY AGE GROUPS:

- It is FQ's discretion to determine the female age groups commencing in the FQ Academy system in the first season
- and subsequent years to make sure a sustainable female academy program is built.

If an FQA League position is not available, but an advanced club's Community Female Academy successfully secures an FQ Development Committed Tier 2 rating, they will remain on a waiting list until they can be included within the FQA pyramid – provided they maintain their Tier 2 assessment status. If more than one club is placed on the waiting list there will be a yearly seeding determined by Football Queensland based on the strategic alignment and the assessment score.

EXIT PROCESS: Clubs that fail to meet or maintain an FQ Development Committed rating across a two-year period may be replaced by a higher ranked FQ Development Committed club.

APPENDIX 4

GOLD RATED FQ ACADEMY FEMALE PROGRAM CRITERIA

Gold rated FQ Academies non-negotiable contribution to female players development

Based on the key pillars of Football Queensland's Strategic Plan, it is a strategic imperative that FQ continue to deliver equality of opportunity for advanced female players by enabling advanced clubs to equitably support, lead and contribute to effective female player development.

Consequently, Gold Rated FQ Academy clubs or clubs that aspire to achieve Gold Rating in 2025, will be required to deliver, or be in the process of building female programs and FQ rated academies. A set of new key criteria have been introduced with gradual implementation between 2024 and 2026 in order for clubs to maintain the highest Gold level of FQ Club assessment rating.

Gold Rated Clubs' will be required to meet the following additional criteria within a three year period to maintain gold status:

2025 Gold

Minimum criteria: Establishment of U11, U12 and U13 Girls pilot academy teams that participate in an FQ community league. The U11, U12 and U13 Girls teams and their coaching staff is included in the club assessment process. Teams will be invited to FQ Winterfest and Junior Cup.

Non-negotiable success measure:

1. Club's female strategy goals are met,
2. FQ's club KPI places the number of registered female players in the small sided age groups between 12-24 per year cohort with minimum 48 female players registered for the club via Squadi in the relevant age groups.
3. The U11, U12 and U13 Girls teams are in place.

Recommended criteria: U11, U12 and U13 Girls are included in the Girls' FQ Academy League 2 based on a successful rating in 2024.

2026 Gold

Minimum criteria: U11, U12 and U13 Girls are included in the Girls' FQ Academy League 2 based on a successful rating achieved in 2025.

Non-negotiable success measure:

1. Club's female strategy goals are met,
2. Specific teams enter the FQ Academy as per minimum criteria.
3. FQ's club KPI places the number of registered female players at the club are on par or above the average female participation of the state (currently 26%).
4. The U11, U12 and U13 Girls teams are part of the FQ Academy League system.

Please note that a full list of generic Gold Shield based threshold standards are detailed on Pages 8-10 of this document.

Recommended criteria: Following a successful entry of the small-sided teams (U11, U12 and U13 Girls) the club now fields a subsequent U14 or U15 Girls team in the female FQ Academy League system. Subject to confirmation of league allocation by FQ.

APPLICATION OF NEW NON-NEGOTIABLE CRITERIA

The above criteria are an exclusive non-negotiable line item for Gold Rated clubs and clubs that aspire or reach Gold Criteria within the 2025 assessment process.

Failing to meet this non-negotiable criteria results a lower level (i.e. Silver) confirmed rating, regardless of the club's overall score.

The above process demonstrates the fulfilment of obligations set by Football Queensland's strategic plan and supports equal chances in elite player development while offering undeniable participation opportunities.

APPENDIX 5

FORMAL COMMUNICATIONS PLATFORM

FQ Club Development Hub via SharePoint – primary knowledge base for assessment document submission, resources, working documents, surveys

FQ Club Development communication via email – primary written communication tool for all questions, requests and video meetings

Accessing the platforms

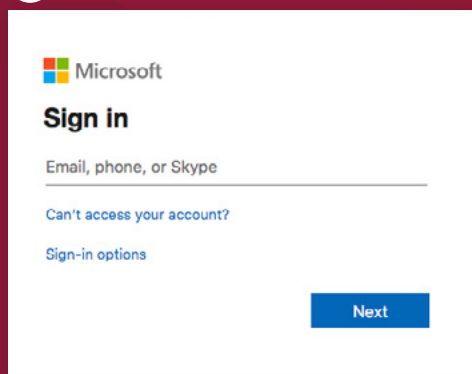
Access is granted for key club contacts, login permission is attached to their approved email address and club contacts are required to create a Microsoft Account (1).

Contact: Club Development and Assessment Support: cdasupport@footballqueensland.com.au

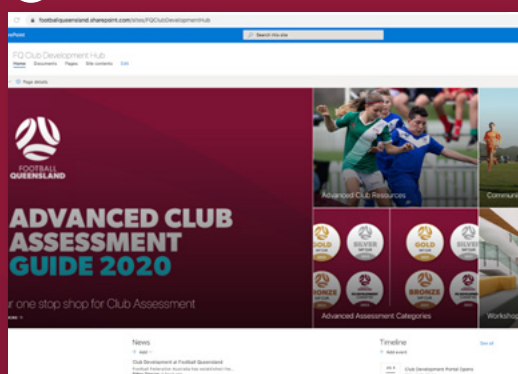
Using SharePoint

SharePoint serves as our FQ Club Development Hub and offers simplicity in accessing documents for the clubs and Club Ambassadors. You can access it through the internet browser of your laptop or mobile phone. Please see the layout of the home page (2), the main folders (3) and the club folder structure (4).

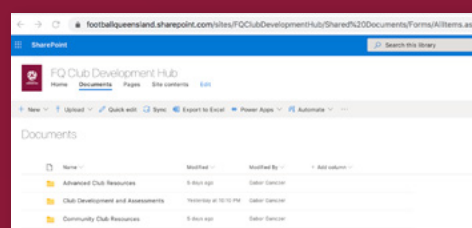
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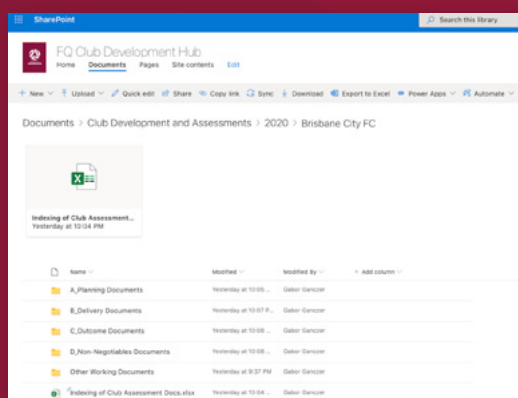
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3



4



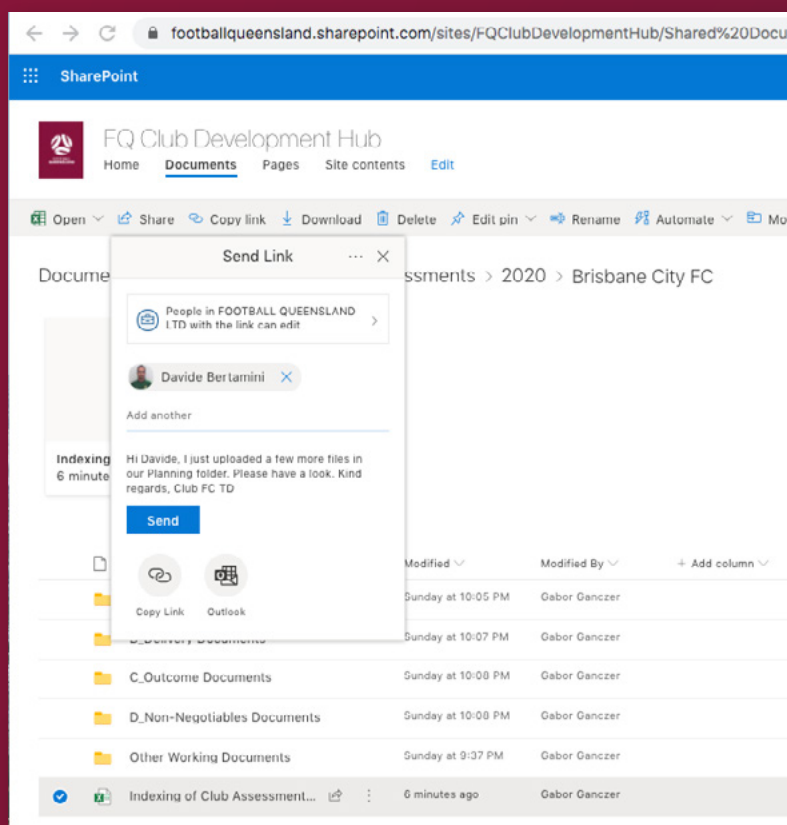
APPENDIX 6

DOCUMENT SUBMISSIONS ON SHAREPOINT

All other documents can be submitted in a format you are comfortable creating them in. Please follow the below process:

- Please drag and drop your file(s) in the appropriate folder (Planning, Delivery, Outcomes, Non-Negotiables) within your main Club Development and Assessment folder.
- After each submission please select the blue check box on the left hand side of the file name and click on the arrow (right side of the file name) to Share a link with your Club Ambassador. Type the ambassador name and a message if you wish and she/he will receive a notification.
- Please use the Indexing Excel for each area to indicate what is the location of the relevant document. It is important to clearly communicate this as you may decide to include different assessment areas in one large document (ie. Youth Development Plan) and this way your Club Development Ambassador will be able to easily locate them.

Please note that only a few areas require submission in a certain format. For example, the template for Technical Staff Qualification, Fee Transparency, etc., are provided and should be used as part of the assessment. Those templates are saved in the Advanced Club Resources folder and Clubs can save a copy of them in their Club's SharePoint folder.



Indexing of Club Assessment Docs - Save			
Item Number (SAP)	DOC NAME, INDICATE IF BUNDLED WITH OTHER TOPIC OR DOCUMENT	LOCATION OF THE DOCUMENT (DOC NAME, INDICATE IF BUNDLED WITH OTHER TOPIC OR DOCUMENT)	Explanation (please read the descriptors in Advanced Youth tab)
1	INDEXING DOCUMENT		
2	FQ ADVANCED SAP RATING		
3	PLANNING		
4	SAP Development Plan		
5	Mission, Vision, Philosophy (same as whole club)	Planning folder / file name: MYCLUBS_YDF.ppt	same requirement as Advanced Youth. The club's motherhood statements with high level explanation on how this mission and vision is brought to life
5.1	Coaching Methodology Principles	Planning folder / file name: MYCLUBS_YDF.ppt	same requirement as Advanced Youth, content may differ. The club's beliefs on the way coaching should be implemented to achieve positive changes in their players' behaviours
6	Age spec: Practical Guide of the methodology	Planning folder / file name: MYCLUBS_Coaching Method.ppt	same requirement as Advanced Youth, content may differ. How the above methodology should translate into practice and be differentiated across the age groups. Please note that this will be also observed in the Delivery part of the assessment
7	Training Planning (Cycles, Plans)		
8	Yearly Plan (Season Calendar)	Planning folder / file name: MYCLUBS_Calendar.ppt	same requirement as Advanced Youth, content may differ. Season Calendar displays training rights, cycles, pre- and off-season activities for all age groups
9	Training Schedule and System		same requirement as Advanced Youth, content may differ. The training days, times and field allocations for all teams and special groups (goalkeepers or other position specific training, etc.)
10	Training Program Cycles		same requirement as Advanced Youth, content may differ. The club's approach in the technical programs periodisation (cycle lengths and based on, either and in example, four core skills, BP main moments, mixed approach, blended with street football etc.)
11	Talent ID (most part same as whole club TID)		
12	Talent Development Philosophy		same requirement as Advanced Youth. The club's beliefs in finding and nurturing talents. Please note that this may be investigated during interviews with club officials
13	Talent ID Policy and protocol		same requirement as Advanced Youth, content may differ. The process new players are identified, the environment created for the evaluation, people involved, etc.
14	Evaluation and Feedback		same requirement as Advanced Youth, content may differ. Evaluation and feedback provided to players going through the talent identification process (if any)



APPENDIX 7

TIER 1 ASSESSMENT

LINE ITEMS, EXPLANATION AND WEIGHTING

[Click here to Access
Tier 1 - Rubric Descriptors](#)



APPENDIX 8

TIER 2 ASSESSMENT

LINE ITEMS, EXPLANATION AND WEIGHTING

[Click here to Access
Tier 2 - Rubric Descriptors](#)





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