Report of the Congress Review Working Group Australia for FIFA and the AFC

July 2018
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Foreword by the Chair

7 weeks is not a lot of time…
That is the period within which the CRWG has produced the great work in this report.

It is testament to the hard work and commitment of each of the CRWG member representatives.

The recommendations in this report are supported by the Member Federations within Australia who represent over 80% of the registered players in this country.

Those recommendations are also supported by the A-League Clubs through APFCA.

The recommendations are also supported by the PFA.

The recommendations for a new Congress constituted Women’s Council will be widely supported.

The recommendations for a good governance new FFA Member Pathway for groups such as NPL Clubs/the AAFC, Referees, Coaches, Supporters, Futsal, inclusivity football – and more - should be welcomed.

When I started to write my first outline notes for this report, it was Tuesday 26 June 2018. The anticipation of our country hung in the air as our nation’s men’s football team, the Socceroos, prepared for their next game in the 2018 FIFA World Cup, held in Russia.

This was the day that the Socceroos would play Peru. Part of the first group C round. There was great excitement. Media attention and coverage had been plentiful, both at home and overseas. Indeed, I saw much of this through the UK media lens, being in London at the time. Speculation and passionate debate was fuelled by a united passion for this unique and quite incredible game with shared focus on Australia’s participation.

Such is the power of a nation’s pride and live sport …

Since then, time has moved on. Our nation’s men’s team has returned home and France is the 2018 FIFA World Cup winner.

The Socceroos are to be applauded for the way in which they conducted themselves and represented Australia and for their hard work and dedication leading up to it. There will always be critics, but the commitment and sacrifice required to play for one’s country is only really known to those who achieve that goal. Credit should go to all those individuals as well as the individuals and organisations who supported and promoted the team’s efforts, both on and off the field of play, including of course the FFA Board and FFA management.

The coach of Mexico was reported as saying the following:-

“I profoundly admire Australia as a country – what they do in order to recover their players and how they compete honestly and transparently. They are gentlemanly, they don’t go into personal fights, they fight every single ball with all they’ve got.”
To play at the top end of the game is a dream for any football loving female or male athlete. A dream held by many, but experienced by only a few. The years of effort required to play at international high-performance level are acknowledged and well documented. The national teams, the players, their talent, their training, their skills, characters and conduct both on and off the pitch, as well as their wins and their losses, are magnets that inspire passionate engagement, debate and enjoyment in the stadium, at home, at work, on the move, anytime, anywhere across age, gender and ethnicity.

Testament to this is also the success of the Matildas. The Matildas competed in the 2018 AFC Women’s Asian Cup and were runners-up to Japan and will also be in France next year for the 2019 FIFA Women’s World Cup, boasting a top ten international ranking.

Thinking about these high-performance football athletes representing our country quickly reminds us of the power and the importance of grassroots football at community level and all that is associated with it.

Community football for girls and boys, women and men underpins all that can ultimately be delivered for players, coaches, referees, administrators and volunteers as they follow their own development pathways and objectives. It is beholden upon those in charge of the sport to continue to lay the foundations for best practice and consistency in governance for all players whether they are seeking to play at an international high-performance level for one of the national teams or for a W-League or an A-League club, or compete at an amateur or NPL Club level.

The heartland of the game in this country is in the clubs in our communities. They are a safe place for friendship, activity and sharing. They are made up of coaches, referees, supporters, mums, dads, sisters, brothers, friends, carers, volunteers, administrators and players of all age, gender, and diversity. Such is community football and all who want the best for those who participate in or watch the game as a spectator or as a fan, also want it to be nurtured and developed from the ground up for the benefit of all.

Whilst voiced in different ways, all of the people with whom I have spoken over the past 7 weeks as CRWG Chair were aligned in their desire for the best for the future growth and development of the sport in Australia, even when their own interests were at odds with those of other stakeholders or when they were advocating a different path.

Through the CRWG’s work, it is clear that there is also alignment in a desire for continuous improvement in governance and for key stakeholders to maintain (subject to funding imperatives) the right balance of people, skills, structures, systems and pathways to the benefit of all who participate in the sport or who are impacted by their efforts for the benefit of football in Australia.

Such is the love of this game...

Thus the challenge and work of the CRWG has been focused on how best to reflect the objectives in the mandate for football in Australia within the timeline required.

A full list of submissions made to the CRWG can be found in Annexure 4 together with a list of the supporting documents in Annexure 5.

***
These individuals and organisations are part of a wider collective of minds and talent who have contributed to the work of the Congress Review Working Group. I have listed those individuals in the Annexures to this report and thank them sincerely.

In addition to the FFA Board representatives on the CRWG, Chris Nikou and Kelly Bayer Rosmarin, I would like to thank Steven Lowy AM, FFA Chairman, and David Gallop AM, FFA Chief Executive, for also taking time to meet with me as Chair and share their views and insights.

I would also like to extend my sincere appreciation to Tim Holden for his role as Secretary of the Congress Review Working Group. Tim is a dedicated and talented individual. Outside of his role with the CRWG, he has a demanding role with the FFA as Head of Legal, Business Affairs and Integrity. Tim gave up many evenings, weekends and family time to fulfil this role. Thank you also to the FFA for allowing Tim to act as Secretary.

Finally, and importantly, thank you to FIFA and to the AFC. Thank you in particular to Nodar Akhalkatsi, Executive Director, Secretary General Division, FIFA and to Luca Nicola, Head of Member Associations Governance, Secretary General Division of FIFA and to the AFC, in particular Ravi Kumar, AFC - Director, Member Associations & International Relations, for their support and their confidence in the CRWG’s work. For them to give us such attention and insights in an extremely busy period in the run up to the 68th FIFA Congress - followed by that tiny thing called the FIFA World Cup - was appreciated by all.

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<thead>
<tr>
<th>ORGANISATION</th>
<th>NAME</th>
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<tr>
<td>Member Federations</td>
<td>Mark O’Neill</td>
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<td></td>
<td>President</td>
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<td></td>
<td>ACT Football Federation Incorporated</td>
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<td>Stuart Kenny</td>
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<td>Football Federation Northern Territory</td>
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<td></td>
<td>Bob Gordon</td>
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<td></td>
<td>Football Federation Tasmania Limited</td>
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<td>Bill Walker</td>
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<td>Northern NSW Football Limited</td>
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<td>Glenn Smith</td>
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<td>Simon Pearce (APFCA Representative)</td>
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<td>Association</td>
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<tr>
<td>(2 CRWG representatives)</td>
<td>Greg Griffin (APFCA Representative)</td>
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<tr>
<td>Professional Footballers Australia</td>
<td>John Didulica (PFA Representative)</td>
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<td>(1 CRWG representative)</td>
<td>Chief Executive</td>
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<td>Kathrynn Gill</td>
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<td>Women Onside</td>
<td>Maria Berry</td>
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<td>Nicki Bowman</td>
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<td>Heather Reid AM</td>
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<td>Association of Australian Football Clubs</td>
<td>Rabieh Krayem</td>
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<td>Nick Galatas</td>
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Conclusion

This sport - football - is not like other sports. The power of a round ball to transform lives irrespective of age, gender and ethnicity and to be such a significant force for social cohesion and active health is undeniable.

Thank you, Luca Nicola, for lending me the football made of plastic shopping bags and tied with string. It is not only a work of art in itself, but a very power symbol of the beautiful game...

The responsibility upon those who play, work, coach, referee, influence, regulate, broadcast, sponsor and commercialise this amazing game is self-evident. So too is the passion of each of the individuals whom I have had the pleasure and good fortune to meet or speak with since being appointed Chair only a few weeks ago.

Despite deep divisions that may have played out over recent months or years, it was apparent to me as Chair from my first meeting of the Congress Review Working Group on 12 June 2018, that there was a unified desire to find a way for divergent views to converge, for common ground to be found, for compromises to be contributed and for a detailed proposal to be made to FIFA and the AFC in line with the mandate and within the deadline set of 31 July, 2018.

I commend this report and the recommendations in it to FFA and the AFC accordingly.

Judith Griggs
Chair
Congress Review Working Group
31/07/2018

Report of the Congress Review Working Group Australia For FIFA and the AFC

The CRWG Mandate, Terms of Reference and CRWG Meetings

The mandate and terms of reference for the Congress Review Working Group (CRWG) are appended in full at Annexure 2.

Most significantly, the stated objectives for the CRWG are as follows:

- The main objective of the CRWG is to propose a new composition for the FFA congress which ensures a broader and more balanced representation of stakeholders in line with the requirements of the FIFA Statutes, in particular its art. 15 let. j)."

Article 15. j of the FIFA Statutes states as follows:

- Member associations’ statutes must comply with the principles of good governance, and shall in particular contain, at a minimum, provisions relating to the following matters... legislative bodies must be constituted in accordance with the principles of representative democracy and taking into account the importance of gender equality in football..."

The CRWG’s proposal shall also consider and take into account the following issues:

- Alignment of the FFA statutes with the requirements of the FIFA Statutes, in particular art. 15. j;
- The full participation of women at all levels of football governance;
- FFA Board composition and independence;
- Pathway for an alternative A-League governance model;
- Pathway for other stakeholders to become FFA members, including the possibility of an associate membership;
- Representation of NPL clubs in football governance structures.

The terms of reference also required “the CRWG shall seek input from the Association of Australian Football Clubs (AAFC) and other relevant stakeholders, including by inviting them to its meetings as observers when necessary. In particular, the AAFC is to be systematically included whenever the representation of NPL clubs in football governance structures is discussed.” “...Furthermore, the CRWG shall seek input and regularly and systematically invite experts (such as Women Onside and female football officials and players) to provide input on how to best promote the full participation of women at all levels of football governance.”

Meetings of the CRWG

The CRWG held a series of meetings both face-to-face meetings and by extended conference calls - between 12 June 2018 and submission of this report. In all there were a total of 17 meetings of the full CRWG.

As the 68th FIFA Congress and the 2018 FIFA World Cup Russia both fell squarely within the time allowed for the mandate, it was necessary to also accommodate international travel commitments of Members’ representatives as well as multiple time zones. Thank you to Liam Twigger, Simon Pearce, Chris Nikou, Kelly Bayer Rosmarin accordingly. Minutes of the meetings were taken with copies circulated to all CRWG Members’ representatives. All documents tabled were made available to all CRWG Members’ representatives. The working protocol agreement and standing orders are appended at Annexure 2.
Snapshot of Australian Football
(b) to constantly improve the game of football and promote, regulate and control Leagues;

(iii) supervising and governing State Bodies, Standing Committees and Football Games in Australia; and

(ii) determining the highest level policy for the conduct and management of state legislation is strictly prohibited and punishable by disciplinary sanction, or physical impairment or any other attribute specified under commonwealth or national law. Discrimination of any kind against a country, private person or group of people on account of race, colour, religion, language, politics, national or ethnic origin, gender, transgender, sexual orientation, age, marital status, pregnancy or intellectual or physical impairment or any other attribute specified under commonwealth or state legislation is strictly prohibited and punishable by disciplinary sanction, including suspension or expulsion;

(a) to be the premier body for Football in Australia and, as such, to promote and enforce the Statutes and Regulations and the Laws of the Game at all levels, including by:

(i) controlling the strategic direction of Football in Australia;

(ii) determining the highest level policy for the conduct and management of Football in Australia; and

(iii) supervising and governing State Bodies, Standing Committees and Football Leagues;

(b) to constantly improve the game of football and promote, regulate and control it throughout Australia in the light of fair play and its unifying, educational, cultural and humanitarian values, particularly through youth and development programs;

(c) to be the Australian member of FIFA and comply with the Statutes and Regulations in force from time to time;

(d) to govern Football throughout Australia, respect and prevent any infringement of the Statutes and Regulations, directives and decisions of FIFA, of AFC and of FFA as well as the Laws of the Game and to ensure that these are also respected by its Constituents;

(e) to accredit and regulate referees, coaches and other individuals or entities to undertake functions and activities in relation to or incidental to Football in Australia;

(f) to foster friendly relations among the officials and players of Football by encouraging Football games at all levels;

(g) to prevent all methods or practices that might jeopardise the integrity of Matches or Competitions or that give rise to abuse of Football;

(h) to take all reasonable steps to ensure that discrimination or distinction does not occur among Football participants on any grounds regulated under any Equal Opportunity Law. Discrimination of any kind against a country, private person or group of people on account of race, colour, religion, language, politics, national or ethnic origin, gender, transgender, sexual orientation, age, marital status, pregnancy or intellectual or physical impairment or any other attribute specified under commonwealth or state legislation is strictly prohibited and punishable by disciplinary sanction, including suspension or expulsion;

(i) to make, adopt, vary and publish rules, regulations, by-laws and conditions for:

(ii) regulating Football in Australia;

(iii) deciding and settling all differences that arise between any of the following: State Bodies, Football Leagues, Standing Committees and FFA; and

(iv) doing everything necessary or desirable to enforce those rules, regulations, by-laws and conditions;

(j) to do everything expedient to make known the rules, regulations, by-laws and conditions of Football by, in particular:

(ii) advertising in the press, on television and radio and by circular;

(iii) controlling the rights to photograph or make films or other visual reproductions of the games controlled by FFA;

(iv) publishing books, programs, brochures and periodicals; and

(v) granting prizes, rewards and making donations;

(k) to manage international sporting relations connected with Football in all its forms;

(l) to secure and maintain affiliation with other bodies, domestic and international, having a common interest in Football;

(m) to promote, provide for, regulate and ensure effective management of Football tournaments and games under the control of or authorised by FIFA, including:

(i) national championships between teams representing or selected by State Bodies;

(ii) interstate competitions between teams representing or selected by State Bodies;

(iii) international competitions;

(iv) games in Australia between visiting overseas teams, between visiting overseas teams and teams representing or nominated or selected by FFA or between visiting overseas teams and teams representing or selected by Constituents; and

(v) tours overseas by teams representing or nominated or selected by FFA or teams representing or selected by Constituents; and

(vi) participation in international competitions by players representing Australia; and

(n) to co-operate with other bodies, including AFC and other member associations of FIFA:

(i) in the promotion and development of interstate, international and other Football competitions; and

(ii) otherwise, in relation to Football, the Statutes and Regulations and the Laws of the Game.

Clause 2.2 of the FFA Constitution also provides that FFA may establish one or more Football Leagues, including under licence.
FFA Membership and voting as at 30 June 2018

There is a total of 10 Members of FFA Congress (as defined in the FFA Constitution, as at the date of this report) represented as follows:

- Nine (9) ‘Member Federation stakeholders’ as Members of FFA representing 90% of the FFA Congress (or nine (9) equal votes):
  1. Football Queensland Limited (ACN 063 925 333);
  2. Football Federation Northern Territory Incorporated (ABN 83 203 386 861);
  3. Football NSW Limited (ACN 003 215 913);
  4. Northern NSW Football Limited (ACN 001 887 467);
  5. Football Federation Tasmania Ltd (ACN 067 682 044);
  6. Football Federation South Australia (ABN 70 315 069 301);
  7. Football West Limited (ACN 109 919 324);
  8. Football Federation Victoria (ABN 97 592 993 965);
  9. ACT Football Federation Incorporated (ABN 16 413 452 268);

- One (1) Member of Congress that represents the A-League Clubs. That Member is nominated by a simple majority of the Hyundai A-League Clubs. This Club Member represents 10% of the FFA Congress (or one (1) vote).

The following overview has kindly been provided by the FFA Board for inclusion in this report:-

"FFA was incorporated in 2003 (under the initial name Australian Soccer Association) as a company limited by guarantee following the release of the Crawford Report. The Crawford Report was commissioned by the Federal Government in response to the parlous state of football at that time.

The period following implementation of the new governance model in 2004 featuring the independent board of directors has seen an unprecedented level of progress in football. Key achievements to date include:

- Financial stability – significant revenue growth from the days of the previous governing model and development of modest reserves;
- Broadcast agreements for national team matches, the men’s and women’s domestic leagues and the FFA Cup;
- Attraction and retention of major blue chip corporate sponsors;
- Qualification for four successive FIFA World Cups after a 32 year absence – a feat achieved by only 11 other countries in 2018, all recognised football powerhouses in their regions;
- National Team success – winners of AFC Asian Cup 2015 and of AFC Women’s Asian Cup in 2010;
- Establishment of the A-League – a national competition with full-time professional players, played in top class stadia, with every game broadcast live;
- Entry into Collective Bargaining Agreements for the national teams, the A-League and the W-League;
- Entry into Asia, the fastest growing football and economic region in the world;
- Host to the AFC Asian Cup 2015 – the most popular edition in the history of the tournament;
- Establishment of the National Premier Leagues – the tier underpinning the A-League;
- Introduction of the FFA Cup – further uniting the elite and grassroots;
- An online national registration system for over 650,000 registered participants;
- Commitment to technical excellence in the areas of football development and the talented player pathways for men and women – including the national curriculum, the national roll out of small-sided football, the national skills acquisition program, the Y-League and participation of the Y-League teams in the National Premier Leagues;
- The development of the first women’s football strategy and commitment to attaining true professional status for the best female players through the Matildas Women’s National Team program and the W-League."

The report concludes with a call to action for the future, emphasizing the need for continued investment and innovation in the sport.
Member Federations

The following overview has kindly been provided by the CRWG Member Federation representatives for inclusion in this section of the report:-

The Member Federations are responsible for the organisation, promotion, and administration of football in their respective State / Territory / Region and each are a signatory to the Member Federation Charter dated 8 October 2010 under which the Member Federations and A-League Clubs in their respective State / Territory / Region are obliged to enter into a mutually beneficial and appropriate cooperation agreement to promote football in that State / Territory / Region.

Objectives of Member Federations

Football in Australia is governed by Football Federation of Australia Limited (FFA), a member association of the Federation Internationale de Football Association (FIFA), and the Asian Football Confederation (AFC).

Each Member Federation is a Member of FFA, the Constitutional objects for each are set out in their respective Constitutions, however these broadly include:

- to govern, administer and regulate Football throughout the State or Territory;
- to promote, provide for, regulate and ensure effective management of Football competitions, tournaments and games in the State or Territory (except for those conducted by the FFA);
- to co-operate with FFA, other members of FFA and other bodies in the promotion and development of, or otherwise in relation to, Football, the Statutes and Regulations and the Laws of the Game; and
- to facilitate the provision and maintenance of grounds, playing fields, materials, equipment and other facilities for Football in the State or Territory.

The Member Federation joint and several aims are to grow, develop and promote the sport of football by providing effective governance, strong leadership, effective communication, professional administration and clear strategic direction for the game.

This also entails collaborating with Federal, State and local government to provide the partnerships that are critical to the growth and prosperity of the game and fostering prosperous and beneficial relationships with other stakeholders. The primary stakeholders and areas of responsibility include:

- semi-professional football;
- amateur football;
- women and girls;
- youth;
- referees;
- coaches;
- clubs;
- officials;
- volunteers;
- futsal;
- all abilities football, including wheelchair football and blind football.
Diversity of Member Federations

Whilst the aims and responsibilities of each of the Member Federations are similar, each one governs a unique football landscape, as diverse and distinct as the geography, constituency and cultures of this wonderful country.

By way of illustration, the range of participants vary from as many as 750,000 in New South Wales to as little as 10,000 in Northern Territory, which is almost twice the geographic size of NSW. It is axiomatic that the congress, management, resources, context and challenges of each Member Federations vary profoundly.

The Member Federations primarily derive their revenues from the administration of club based football competitions, player registrations, association and club affiliation fees and football development programs. In addition, Member Federations derive revenues from corporate and affiliate sponsorships and advertisers as well as numerous government grants.

The Member Federations also contribute an annual National Registration Fee (NRF) to the FFA, which is then redistributed back across the Member Federations. The NRF distribution mechanism enables the FFA to support and subsidise some of the smaller scale Member Federations as a result of the Member Federations with higher registered participants.

Annexure 10 sets out such scope and range of profiles, constituencies, finances and characteristics across the nine Member Federations.

Currently, professional football clubs (A-League and W-League) exist in New South Wales, Northern New South Wales, South Australia, Western Australia, Queensland and Victoria, with a W-League club also residing in ACT. The FFA has embarked on an expansion strategy for the 2019/20 season.

The Member Federations presented a detailed matrix to the CRWG which is appended at Annexure 10 and which collates as between the State and Territory federations, current data and information on the following:

- Type of Association
- Name of the Chair
- When its Constitution was last updated
- Whether its Constitution has been approved by the FFA
- The Board Structure of the Member Federation
- The number of directors
- The ratio of elected vs appointed directors
- The ratio of female to male directors
- The ratio of female to male appointed directors
- Whether the Chair is elected by Congress, Board or Members
- Number of meetings held per year
- Member Federation Congress
- Number of Voting Members
- Geographical representation
- (Congress) Standing Committees (number and type)
- MF Standing Committees (number and type)
- National Premier Leagues
- Men’s State League
- Amateur/Social
- Juniors
- Women’s
- Men’s
- Referees
- Coaches
- Futsal
- MF Geographical Representation
- Surplus/Deficit
- Accumulated Funds
- Month of AGM
- MF Competitions – Men’s
  - National Premier League – Men’s
  - Number of Divisions
  - Number of Clubs
  - Ages
  - List of other competitions run
  - State League semi-professional
  - Men’s Sunday League
- MF Competitions – Women’s
  - National Premier Leagues – Women’s
  - Number of Divisions
  - Number of Teams
  - Ages
  - Women’s Leagues
  - Junior Leagues
- HAL/WWL Teams
  - Name of HAL Club
  - HAL Club participates at Senior level
  - HAL Club participates at Junior level
- Name of WWL Club

This information provided an excellent snapshot of the State and Territory football governance landscape and has been valuable to the CRWG in helping it think through the range of issues under the mandate, in particular with respect to constitutions, gender mainstreaming, standing committees and the mix and myriad of different competitions around the country.
The following overview has kindly been provided by the CRWG APFCA representatives for inclusion in this section of the report:-

The Australian Professional Football Clubs Association (APFCA) represents the interests and views of each of the 10 football clubs that field teams in Australia’s premier domestic football competition, the Hyundai A-League (A-League Clubs). Each of the following A-League Clubs have been admitted by FFA to field a team in the A-League pursuant to a Club Participation Agreement (CPA) as at 30 June 2018.

- Adelaide United Football Club Pty Limited (ACN 136 768 539)
- Brisbane Roar Football Club Pty Limited (ACN 136 768 566)
- Central Coast Mariners FC Pty Ltd (ACN 111 321 674)
- Melbourne City FC Pty Ltd (ACN 128 569 264)
- Melbourne Victory Ltd (ACN 111 441 868)
- Newcastle Jets Club Pty Limited (ACN 602 270 664)
- Okewood Pty Ltd (ACN 053 910 133)
- Sydney Football Club Pty Ltd (ACN 110 877 668)
- Welnix GP Limited (company number 352 263 2)
- Western Sydney Wanderers FC Pty Ltd (ACN 156 634 016)

Established in November 2016 and governed by its own constitution, the APFCA was created as a constructive and collaborative initiative designed to benefit the ongoing work of members of the Australian football family to grow the game of football at all levels in Australia.

In 2018 the APFCA became a Member of the World Leagues Forum, the International Association that represents the World’s leading Professional Leagues.

The APFCA’s mission is to preserve and strengthen the quality and sustainability of professional football in Australia and through cooperation and collaboration support the growth of the game at all levels in partnership with local, regional and global football stakeholders.

The objectives of the APFCA include promoting and advancing the interests of Australia’s premier National domestic football competitions – The A-League; The W-League; FFA Cup and the National Youth League; to provide a forum for discussion between the Football Federation Australia (FFA) and A-League Clubs; and to facilitate engagement between A-League Clubs and other football bodies such as FIFA and the Asian Football Confederation (AFC).

The APFCA membership has unique insights into the Australian football landscape and endeavours to advocate on behalf of the professional game and its ability to best contribute to the Australian football family at large.

The ongoing financial contribution of APFCA’s Members to the Australian Football economy should not be underestimated. The Hyundai A-League is the single largest economic engine in Australian Football. Each year multi-million dollar investments are made by the APFCA Members into the W-League, youth development pathways, football infrastructure development, the marketing of the game and community and grassroots initiatives.

The pie chart and table below shows the approximate total of Australian football registrations on a Member Federation basis (as per Annexure 10).

The top 5 Member Federations account for nearly 88% of registered players with the remaining 4 Member Federations accounting for the remaining 12%.

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<th>Federation</th>
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<tr>
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<td>30,000</td>
<td>5%</td>
</tr>
<tr>
<td>CF</td>
<td>20,000</td>
<td>4%</td>
</tr>
<tr>
<td>FFT</td>
<td>12,144</td>
<td>2%</td>
</tr>
<tr>
<td>FFNT</td>
<td>4,628</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>549,460</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Data kindly supplied by the Member Federations
Professional Footballers and the PFA

The players are the only stakeholder group within Australian football who do not have representation at any level of football governance, this is notwithstanding their profile, their economic contribution to FFA and longevity of their collective representative body, the PFA.

Within its submissions to the CRWG, the PFA noted two key points:

- “The immediate task of the CRWG is to develop a Congress that satisfies FIFA; however the opportunity - nay responsibility - of the CRWG is to develop a governance model that aligns Australia’s disparate stakeholders, incentivises Australia’s stakeholders to organise meaningfully and ensure that those charged with governing the game are ultimately accountable to all stakeholders”;
- “there is an asymmetrical relationship between political influence and economic contribution. Governance issues will inevitably arise when there is no equilibrium between these two fundamental principles”.

In undertaking its work, the PFA nominated five key principles that should guide the CRWG:

1. Compliance with FIFA Statutes: FIFA has identified a number of areas in which the current FFA constitution fails to adhere to the minimum standards outlined within the FIFA Statutes. This includes a Congress which is not representative of all football stakeholders, does not achieve an appropriate balance between the professional game and the amateur game and does not address the issue of gender equality

2. Independence of the Board: In line with the recommendations of the Australian Sports Commission and the best practice model of sports governance, directors elected/appointed to the the board should be independent in nature as opposed to representative of a specific stakeholder group

3. Alignment across the Stakeholders: A fundamental failing of football has been the inability of stakeholder groups to cooperate toward a unified purpose within the sport. Any governance reform should encourage, incentivise and/or compel the stakeholder groups to work together and reach consensus on key decisions affecting the governance of football, such as board appointments

4. Accountability: The directors of any company should be specifically accountable to the owners; in this case the owners of football are the stakeholders. Accordingly, the stakeholders should, collectively, have the specific right to remove directors who are not serving the best interests of those stakeholders

5. Institutional Integrity: Institutional stakeholder nominees must establish that they have a clearly defined constituency and such constituency speaks as one through the nominee; as well clearly embedded gender equality within their own statutes. The integrity of this can be assessed by tracking operational history, resources, robustness of internal dialogue, and statutory reporting.

APFCA Overview (contd)

The APFCA is committed to supporting sound decision-making by local, regional and global football bodies through the provision of timely, comprehensive and accurate information on the state of professional football in Australia. Notably, recognising the important and essential contribution of the PFA to the professional game in Australia, the APFCA continues to seek to optimise its engagement and collaboration with the PFA. An initiative that is mirrored by the FFA.

Moreover, the organisation is committed to consulting widely across its unique ecosystem of stakeholders (i.e. club members, club employees, ticket holders, commercial partners, infrastructure partners, government entities, football bodies, media) to develop actionable insights into the challenges and opportunities impacting professional football in Australia.

The APFCA membership is focused on expanding cooperation between the A-League Clubs, the FFA Administration, other domestic football stakeholders, and international football bodies such as FIFA and the AFC in order to preserve and strengthen the quality of Australian professional football and the growth of the sport at all levels.

For all of the reasons detailed above, the commitment of APFCA Members to the reform of FFA governance has been, and remains, unequivocal.”
Representing its members with the dignity, professionalism and the quality associated with earning a livelihood from playing the world’s greatest and most important sport, the PFA has set about its duty with passion and vigour.

In the words of the PFA, CEO John Didulica:

"From humble beginnings, the PFA continued to transform into an influential organisation that has secured tangible and profound outcomes. The association made a quantum leap on behalf of its players within the first 12 months of operation, securing a standardised contract for footballers. Then, through the Australian Industrial Relations Commission, it made another breakthrough pre-Bosman by abolishing the transfer system long despised by players. To this day, the PFA remains steadfast to its founding pillars and, through the drive and dedication of its members, is the longest serving professional stakeholder in the game with 25 years of commitment to the wellbeing of professional footballers.

At an increasingly complex time for football, in terms of structure, governance and player employment in Australia, the challenges that now confront the PFA and its players are as challenging and as exciting as they were in 1993. As it has always done, the PFA has committed itself to providing players with world class collective bargaining agreements, personal and professional development programs, fearless legal representation and ambitious policy development.

Evidence of the PFA’s collective achievements is the ongoing success of Australia’s national teams and the growth of the domestic competitions for men’s and women’s players - the Socceroos (having secured qualification to four consecutive FIFA World Cups) and the Matildas (currently ranked 8th in the world) are exemplars of the collective progress driven by the players.

In the past 12 months, the PFA has worked with stakeholders to build a Collective Bargaining Agreement for the W-League, positively constructing an employment framework for elite female footballers across Australia. Minimum standards in medical treatment and salary have been implemented which have reduced injuries and are lengthening the careers of players.

In the past 12 months, the PFA has, in advocating for players throughout the world, confirmed the recovery of over $5.2 million in outstanding wages. Further, it has provided grants to over 200 players who are pursuing education and skill acquisition. In addition, over $50,000 in hardship and special assistance funding was granted to players in urgent need, including those young players departing the closed Centre of Excellence in Canberra.

The PFA continues to strive to be a partner in building better careers, better competitions and a better industry – evidenced by its appointment by FIFA to the FFA Congress Review Working Group and its tireless commitment to this task".

PFA - Overview

The PFA was established in 1993 with two key objectives in mind: to support the player and build the game.

This has been the long-term vision of the PFA. The vision integrates the PFA’s commitment to the players, the central role it wishes to play in a player’s journey as a footballer, the players’ unique position to be able to influence the game, the sport’s collective capacity to inspire the nation and the overarching social and cultural ambition the players have for the sport.

Now, 25 years later - as the exclusive representative body and collective bargaining agent of Australia’s elite footballers - the mission remains the same.

In pursuing their goal, the players have long understood that the wellbeing of the game is a precondition to the wellbeing of the players. While the founders endured significant challenges, the organisation has evolved to play a critical role in progressing Australian football, positively transforming the game’s conditions for those central to it. The PFA now represents the Socceroos, the Matildas, players in the A-League & W-League, as well as players pursuing professional footballer careers throughout the world, within the National Premier Leagues and within elite club academies. Internationally, the PFA has nominees on the global Board of FIFPro (the worldwide representative organization for 65,000 professional footballers) and is a founding member of FIFPro Asia, its continental equivalent.
Professional Football Clubs - The A-League and the W-League

The Hyundai A-League (HAL) is the premier men’s football league in Australia. The competition’s inaugural season kicked off in August 2005 after almost two years of planning and preparation.

In the words of Simon Pearce, one of APFCA’s representative on the CRWG:

“The broad contours for the A-League were shaped by the findings of the 2003 Report of the Independent Soccer Review Committee (AKA ‘the Crawford Report’) and the recommendations of the NSL Task Force that was assembled in October 2003 and deliberated for four months. From the outset, the competition was intended to be more successful, sustainable and well-run than the National Soccer League (NSL) that was dissolved in 2004.

The A-League is on the leading edge of the Australian football community’s multifaceted efforts to generate greater interest in the sport. As the FFA’s Whole of Football Plan notes: “Australia’s Top Tier competitions, the A-League and W-League are the showcase of football’s endeavours to make the game the biggest and most popular in Australia. The key elements of community relations, fan engagement, elite player development and commercialisation come together in these competitions. They are the weekly shop window of football and their clubs are what make fans feel like they belong.”

In several respects, the A-League’s entry into the competitive Australian sporting landscape has been a success. Today, the competition’s ten clubs have a combined total of over 115k members, average attendance figures remained above 12k per game in the 2015-16 season, and the FFA’s recently concluded new broadcast deal was worth approximately $346m over six years, with the A-League the most significant component of that deal. That said, and with many metrics now in decline, the League has failed to fulfill its true potential year-on-year despite significant ongoing investments from A-League Club owners and the best efforts of all stakeholders.

The FFA’s Whole of Football Plan acknowledges: “Australian club football has great momentum, but continues to lack the type of scale, reach and commercial revenues required if they are to become the most popular in Australia. Furthermore, football operates in the most competitive professional sporting market in the world in the face of strong, well-financed competitor codes.”

Whilst opinions among stakeholders vary as to the priorities to enable League optimisation, it is universally accepted by all stakeholders - the FFA Board, the APFCA, the FFA and Member Federations - that a new approach to the operation of the League is required in order to reverse declining trends and optimise the contribution that the A-League can make to the Australian Football ecosystem.

Any reform will necessarily impact the broader governance and democratic balance of Football Federation Australia and that makes the consideration of the pathway to a new governance model for the A-League entirely appropriate for the CRWG to include within its deliberations and recommendations.”
Women and Football

10.1 Women’s Football Council

A major and key recommendation of the CRWG is the establishment of a Women’s Football Committee (or Council) stakeholder that is constituted as a Congress established Women’s Football Council.

Representations and submissions from Women Onside to the CRWG, as well as stakeholder member representatives views themselves within the CRWG were strongly in support of this. Indeed, the conversations were principally about ‘how’, not ‘why’.

This approach falls in line with FIFA’s mandate to the CRWG, the FIFA Statutes and FIFA’s Key Principles for Women’s Football Development.

The CRWG’s recommendation is for this Council to have substantial votes at Congress and for its primary responsibilities being:

1. to strongly advocate on Women’s Football in Australia;
2. to regularly and pro-actively consult and interact with the FFA management as well as other committees to enshrine Women’s Football;
3. to work towards a uniform approach from all represented stakeholders; and
4. to contribute to the prosperity and growth of Australian football.

Whilst it is true to say that there are differing views within the CRWG as to whether the name should be Women’s ‘Council’ or another name, on balance the Women’s Football Council is thought to best reflect FIFA and the FFA’s support for and prioritisation of the women’s game. The rationale for this is also that the term “Council” indicates that it is not calling up issues surrounding the establishment of Standing Committees or Special Interest Group representation for other groups. Those issues remain distinct from the specific FIFA requirements for women’s inclusion in governance and development.

10.2 Role/Terms of Reference

The Women’s Football Council would be the key national body primarily committed to the development of women’s football, providing the necessary focus identified in FIFA’s statutes 2f and 15j and FIFA’s key principles for women’s football development.

The Council would report to the Football Federation Australia Congress and the FFA Board.

Its scope would cover all levels of the women’s game.

The Council would address the full range of issues relating to women and football, including but not limited to:

- Women in football, inclusive of governance, administration, senior management, technical areas, coaches, referees, clubs, players, fans - allowing for growth of numbers and opportunity;
- Interacting with all other duly constituted committees – how women’s football is embedded and remains front and centre;
- Ensuring parity, fairness, non-discrimination and diversity across all practices;
- Development of approaches that focus on integration, resourcing (funds), unique female requirements (medical, coaching [accreditation/content], wellbeing), football curriculum;
- Drive the amateur game from WNPL, Youth through to Grassroots, addressing licensing (fees), safeguarding and protections, inclusiveness;
- Women’s football pathways and pathway development;
- Development of female player research to benchmark and allow for accurate and considered opinions;
- Building robust strategies and policies that direct, influence and ensure accountability;
- Drive the Professional game, W-League and Matildas, building on professionalism and competitiveness (international matches);
- Marketing, promotion, sponsorship and commercialisation of the women’s game;
- Accessibility and suitability of resources and facilities offered to female players;
- Demonstrate inclusion, leadership and visibility of opportunities for women in football;
- Government and corporate leverage including relationship building and regular liaison;
- Relationship management to improve the cooperation of the football ecosystem.

In doing so, the Council would:

- contribute to the development of policy in areas affecting women and girls, both as a Council as a whole and through special projects and the like;
- monitor, track, evaluate and recommend improvement in the performance of all stakeholders in regard to women and girls;
- provide advice, information and recommendations to stakeholders in regard to women and girls; and
- report to stakeholders, the football community and government in regard to women and girls in football.
The Council should be supported by FFA through secretariat services. The Council should also be able to form sub-committees and project groups to address specific issues at the request of football stakeholders or other key stakeholders (including government or FIFA).

The Council would replace the existing FFA Women’s Committee and provide advice in line with that body’s existing terms of reference. To do so it would need to work effectively with the FFA Board and management.

10.3 Initial composition and election

It is recognised by the CRWG that the Council will be a truly representative and legitimate body with direct accountability and providing a meaningful and responsible voice for both Women’s and Australian Football.

The CRWG’s recommendation is that the Women’s Football Council should immediately occupy a substantive presence at Congress with 10 votes. The Women’s Football Council would be established in equal proportions from the three foundation stakeholder groups (Member Federations, APFCA and FFA) with 3 votes each, complemented by 1 independent Chair nominated by the Nominations Committee (constituted under Congress) to a specially designed skills mix and with at least two of the three stakeholder groups agreeing to nominations for independent members.

The Council would also have the capacity to co-opt observers and, over time, possibly other members who may have specific expertise in an area not covered by the elected Council members.

The CRWG expects and anticipates that the Women’s Football Council will over time evolve and develop its own institutional composition and evolve organically into a more autonomous and representative advocate for women’s football.

This is recognised by the stakeholders through the recommendation of the following steps:

- Two of those votes allocated to APFCA within the Women’s Football Council will, following the 12-month anniversary of the commencement of the first season of an alternate League governance model (as outlined at paragraph 14.5), be incrementally re-allocated to special interest groups representing women’s football upon their satisfying the Qualifying Requirements of a Full Member developed within paragraph 14.4 (and Annexure 8);
- It is further anticipated that two of those votes allocated to the Member Federations within the Women’s Football Council will be similarly incrementally re-allocated, upon the occasion of the reboot of the Congress, pursuant to paragraph 14;
- Any newly admitted representative interest group will be bound by those recommendations which confine the allocation of a maximum of two (2) Congress votes to that new member.
NPL Clubs and the AAFC

It is clear from the CRWG’s mandate that there is a desire for there to be representation of NPL Clubs in football governance structures and that the CRWG should consider and take it into account this issue when forming its views. The terms of reference are not specific as to whether that should or could happen on an individual NPL club basis State by State through the Member Federations or through as associative body such as the AAFC, or possibly even within revised W-League and A-League structures, ultimately.

The CRWG received detailed submissions from the AAFC which were presented in person by Rabieh Krayem on its behalf. The information provided was felt to be well researched and well presented. At the same time, the CRWG felt it important to note that the AAFC acknowledges that it has formed rapidly in a dynamic and changing football environment based on two key principles of:

• Improving the NPL environment
• Advocating for a second division

AAFC indicated to the CRWG that it was still evolving and would need to work through the complexities of its structures within each Member Federation as well as more broadly in relation to the numerous NPL reviews taking place (FFA, FFV, FQ, FNSW, FFSA). Simultaneous to the work of the CRWG, AAFC is working closely with the FFA and stakeholders in relation to the development and modelling of a national second division.

After considerable discussion within the CRWG, the Members representatives were of the view that the “Special Interest Groups Criteria and Pathways Framework” appended at Annexure 8 and referred to in the key principles could form a good basis and prudent process for NPL Clubs to have a possible representative pathway to Congress with a voice by way of associative membership and subsequently a vote subject to relevant criteria being met.

It is the recommendation of the CRWG that upon application to become an FFA member by the AAFC, that favourable consideration be given by Congress to deeming the AAFC to have commenced complying with the relevant criteria with effect from the 1st AGM of the AAFC in July 2017.
Standing Committees

Within the confines of its mandate, the CRWG sees it as imperative to actively deliver impactful conduits of experience, information flow and influence in key areas of football from stakeholders across the country to the FFA Board and ultimately to Congress. Embedding Standing Committees and other advisory committees within the governance pathways at a national level are a critical part of this. The CRWG equally acknowledges the unique nature of each of the States and Territories and the need within their own models to accommodate the necessary flexibility to cater for their own constituencies.

An analysis of the CRWG’s recommendations regarding Standing Committees together with the CRWG’s recommendations of possible new by laws appears later in Annexure 12.

In summary, these are:

Independent & Judicial Committees

1. Compliance (refer FIFA Audit & Compliance)
2. Appeals (per FIFA Appeals Committee)
3. Disciplinary (per FIFA Disciplinary Committee)
4. Ethics (per FIFA Ethics Committee)

Constitutional Committees

5. Nominations Committee
6. Women’s Football Council

Standing Committees (FIFA aligned)

7. Finance & Risk
8. Competitions
9. Football Stakeholders
10. Players’ Committee
11. Referees
12. Medical

Other Committees

13. Technical & Development
14. Grassroots & Community Football
15. Futsal
16. Indigenous Football
17. Inclusivity Football (universality, athletes with disabilities, walking football)

Board (sub) Committees

In keeping with the Australian Corporations Act, the FFA Board must feel free to create sub-committees relevant to its specific mandate and the functions of the Board. These Board sub-committees are not inconsistent with the Standing Committees required by Congress, but the former must acknowledge the roles of the Standing Committees and their function of the Membership and act cognisantly of the needs of Congress.
**Report of the Congress Review Working Group Australia For FIFA and the AFC**

### Committees

- Audit & Compliance
- Nominations
- Appeals
- Disciplinary
- Ethics

### Description

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Elects and Removes Directors</td>
</tr>
<tr>
<td>2</td>
<td>Nominees populate Standing Committees</td>
</tr>
<tr>
<td>3</td>
<td>Provide policy and strategy support with Board Member as Chair</td>
</tr>
<tr>
<td>4</td>
<td>Oversight</td>
</tr>
<tr>
<td>5a</td>
<td>Congress develops League Governance Model for Board</td>
</tr>
<tr>
<td>5b</td>
<td>Board negotiates Terms of settlement for Congress approval</td>
</tr>
<tr>
<td>6a</td>
<td>Pathway for membership</td>
</tr>
<tr>
<td>6b</td>
<td>Pathway through voice</td>
</tr>
</tbody>
</table>

**CRWG Congress Review Diagram**
FFA Congress - A broader and more balanced representation of stakeholders in line with FIFA Statutes

The CRWG proposes a broader and more balanced representations of stakeholders in line with FIFA Statutes so that the current position of 2 stakeholder groups with 90% and 10% of the voting rights respectively is broadened to 4 stakeholder groups with the relevant voting percentages shown below with effect upon being enacted in accordance with a special general meeting of the FFA and further broadening potentially to 7 stakeholders under the FFA New Member Pathway detailed Annexure 8. It is noted by the CRWG that the FFA Board is not in agreement with the CRWG’s proposed congress model.

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Current Congress Model</th>
<th>New Congress Model (broaden and more balanced representation of stakeholders in line with FIFA Statutes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member Federations</td>
<td>9</td>
<td>55 members (9 members)</td>
</tr>
<tr>
<td>Clubs*</td>
<td>1</td>
<td>28 members (currently)</td>
</tr>
<tr>
<td>PFA</td>
<td>Not currently represented on Congress</td>
<td>1 member</td>
</tr>
<tr>
<td>Women’s Council</td>
<td>Not currently represented on Congress</td>
<td>10 members (1 independent chair via Nominations Committee)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 x nominated by Mem. Federations 1 x Independent Chair via Nominations Committee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 x nominated by the Clubs 3 x nominated by PFA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The functions and responsibilities of the Women’s Football Council would be approved by Congress and constituted into the FFA Statutes</td>
</tr>
<tr>
<td>NPL Clubs**</td>
<td>Not currently represented on Congress</td>
<td>See the ‘FFA New Member Pathway’ to Congress membership (annexure 8)</td>
</tr>
<tr>
<td>*New A-League Entities</td>
<td>Not currently represented on Congress</td>
<td>FFA New Member Pathway to Congress membership to apply to new A-League Entities. Clubs to dilute accordingly on A-League Entities reaching full membership whereupon all Clubs to dilute pro-rata</td>
</tr>
<tr>
<td><strong>New SIGS</strong></td>
<td>Not currently represented on Congress</td>
<td>FFA New Member Pathway to Congress membership (see Annexure 8 for specific criteria and governance) 2 per SIG added to Congress total votes**</td>
</tr>
</tbody>
</table>

NB - All FFA New Member applicants/Special Interest Groups must satisfy and follow a pre-determined and agreed qualification process to become a member of the Congress whether on a provisional basis with a voice not a vote or on a full basis with full voting rights.

**As FFA New Member applicants/new Special Interest Groups qualify for full Congress membership, they would be assigned 2 votes.

Congress would therefore be increased in terms of number of Members from 10 Members to 29 Members

As part of the above changes, it would also be agreed as follows:

- Each new Member of FFA who completed the FFA New Member Pathway and was admitted as a full member would receive 2 x votes;
- That a fresh FFA Congress governance review would be undertaken on the admission of a 3rd Special Interest Group Member Stakeholder Group or 4 years whichever is the earlier whether by way of a fresh ‘Congress Review Working Group’ or other means involving key stakeholders and that possibly such a review takes place on a rolling basis thereafter for such period as the FFA Congress may determine in time.

In this recommendation:

‘Member Stakeholder Group’ means a Special Interest Group or other category of football discipline or interest which has become a full FFA Member in accordance with, and by way of, the New Member Pathway.

‘New Member Pathway’ means the criteria and procedures referred to in Annexure 8 of this report.

Also, if it were decided, on an annual basis, to hold an FFA Summit to co-incide with the same day as the FFA Congress (and optimising time and costs in the process), the FFA Summit could be an excellent forum and backdrop for a range of presentations and networking events attended by an even wider number of people who would attend on the invitation of the FFA Members with an allocated quota of guests/invitees.
Congress Review Working Group Australia recommendations
for a broader and more balanced representation of stakeholders on FFA Congress/Members
Rationale for a regular 4 year cycle governance review

FFA’s governance model should be designed to be fit for purpose. It should not be fixed and static.

The CRWG’s recommendation for a regular 4 year cycle governance review is in the context of 1) the continuing protection and advancement of football in Australia and 2) a recognition of the changing nature and developments in each of the following myriad of factors that will be at play at given points in time:

- football participation and popularity within the different States and Territories of Australia;
- the inherent differences (including size, economy and geography) between those States and Territories;
- principles of transparency, diversity and inclusiveness;
- the best interests of Australia’s national teams, its leagues and professional clubs, the amateur game and the entire football family of Australia;
- the on-going needs of women’s football;
- changes in the popularity of the sport/different aspects;
- best practice for participants in the sport - players, referees, coaches, volunteers, administrators and fans;
- the best options for those consuming and viewing the sport (pitch-side as well as through new and traditional media broadcast platforms, technology and services);
- changes in regulation or administration of football competitions by the international and regional bodies, FIFA and the AFC;
- the status of different types of football for women and men, including futsal and beach soccer;
- the needs of grassroots and community club football at State, Territory and local levels;
- the needs of the inclusive football disciplines at national, State, Territory, and local community levels;
- the impact of other Australian based sporting disciplines on football’s health;
- on-going developments in the protection, health and welfare of players (regulatory, medical, systems, policies, controls, monitoring, enforcement and accountability) particularly young players;
- on-going developments in anti-doping (regulations, policies and controls, systems, measurement, monitoring, enforcement and accountability);
- on-going developments in human rights;
- developments in judicial systems, appeals and procedures;
- new technology and its impact (whether from a regulatory, safety, health & welfare, media, consumer or other perspective and whether product, service or process related);
- the needs of broadcasters and other media covering the sport;
- the needs of venue owners wherever football is played;
- the needs of sponsors and investors in the sport – at all levels;
- laws regarding privacy and data;
- Australian government relations, State, Territory and Federal.
- financial demands with respect to each of the above;

Note: This recommendation for a regular review is separate and distinct from proposals and recommendations that may be made to Congress on any aspect of football in Australia from time to time in accordance with the FFA Statutes.

Greater financial transparency

Article 15 of the FIFA Statutes require that Member Association Statutes must comply with the principles of good governance.

Fundamental to the current FFA governance issue, there is a view of certain stakeholders that this review process has identified the opportunity to enable improved financial transparency of the FFA. The financial statements published by the FFA are General Purpose Financial Statements (GPFs) in accordance with Australian Accounting Standards – Reduced Disclosure Requirements (RDRs) (RDR Financial Statements). RDR Financial Statements meet the recognition and measurement criteria of the Australian Accounting Standards. However, they are permitted significantly reduced disclosures requirements when compared to the requirements of all accounting standards. As a result of its corporate structure, the FFA Constitution does not require compliance with Australian Auditing Standards. It merely states that financial statements must include: a statement of financial performance; a statement of financial position; a statement of cash flows; and notes to each of those statements. The FFA Constitution also states that the revenue and expenses of FFA must ‘be managed in accordance with generally accepted accounting principles’ and ‘in accordance with the Corporations Act’. The FFA Constitution therefore does not require that the financial statements be prepared in accordance with International Financial Reporting Standards (IFRS).

It is the recommendation of the CRWG that the constitution be amended to require IFRS aligned reporting by the FFA moving forward.

It is the understanding of the CRWG that the FFA is committed to greater financial transparency.
14.1 FFA Board Composition and Independence

The following principles are proposed regarding the CRWG terms of reference to also “consider and take into account FFA Board composition and independence”.

1. That gender mainstreaming and associated reforms are embedded in the FFA Board composition and selection process as set out in Annexure 7;
2. That the Nominations Committee be accountable to Congress Members (not FFA Board);
3. That within 14 days following the proposed appointment of an FFA Director by the FFA Board, that Congress be required to ratify FFA Appointed Directors (by circular requiring “prescribed majority”);
4. That the Nominations Committee conduct a review and report to Congress on the efficacy of article 15.15 of the FFA Constitution and the degree to which it impacts and can potentially impact:
   (a) Good governance;
   (b) The effectiveness of the Board and performance of the organisation.
In delivering its written report the Nominations Committee should provide insights on domestic and international football and sports industry benchmarks and on relevant best practice organisational governance.

5. That the Nominations Committee conduct a review and formally report to Congress on the merits of Board Member remuneration as potentially applied to the FFA – specifically - as it might effect:
   (a) Good governance;
   (b) Attraction of ideal candidates;
   (c) Required Board skills, experience, and diversity;
   (d) Board contributions and output;
6. For the election of Directors, where there are two or fewer candidates for one vacancy, a simple majority (more than 50%) of the valid votes cast is necessary. If there are two or more vacancies and more than two candidates, a ballot shall be conducted with whoever obtains the lowest number of votes being eliminated until there are an equal number of candidates to the vacancies. Should any candidate achieve a prescribed majority on the first ballot, or any subsequent ballot, they shall be elected to fill a vacancy automatically. Where there are an equal number of candidates to vacancies, the candidates shall require the endorsement of the members by a simple majority through the show of hands.

The report should consider Article 15.18 of the FFA Constitution and with its formal findings make recommendations as to the need, or not, to amend Article 15.18.

14.2 The Full Participation of Women at all levels of Football Governance

The following principles are proposed in response to the requirement for the CRWG to consider and take into account “the full participation of women at all levels of football governance”.

A great deal of time was spent by the CRWG in evaluating submissions and presentations by Women Onside, alongside numerous governance approaches to achieving gender equality, and in discussing this aspect of the CRWG mandate.

The discussion was all about the ‘how’ and not about the ‘if’ in terms of gender mainstreaming. Women Onside advocated strongly for a means for 50/50 gender balance to be achieved across all levels of football governance. They believe that “50/50 is only slightly more than the Government supported 40% minimum for women’s representation – although a more significant step for this sport than others given our low base at present.” and that “A 50/50 balance would set football in Australia as a leader both at home and internationally.”

Prescribed quotas are an important part, but only one part of the shift required to achieve substantive gender equality. The foundational members of congress and their broader constituents - all of who have significant presence on each of the Standing Committees - need to implement other gender equality dimensions to move towards a whole of game gender equality approach. These dimensions are: societal relations (understanding the value of gender equality – the business case), production and power relations (allocation of women to roles of influence such as the chair or lead positions, along with attracting women to and retaining women in these roles); and emotional relations (promoting a cohesive and collaborative environment – encouraging respectful, healthy and equal relationships, recognising that advances for women are advances for men too).

These relations need to be embedded through the development of industry policy. Such policy should set targets that crystallise intent and normalise gender equality. It should focus on the role of women and their opportunity to influence the sport, as well as remove barriers and the social isolation within sport experienced by many women. Finally, such policy must be coupled with a robust monitoring and reporting mechanism, which sets clear targets for improvement, ensures accountability and highlights progress. These steps should produce substantial change to transform the participation of women at all levels of football governance, with gender equality transcending numerical parity.

Finally, the CRWG is recommending both a 40/40/20 gender balance across the Board and Standing Committees, and that each institutional member of the FFA Congress sends two (2) delegates to Congress each year – one female and one male. The CRWG believes this approach aligns with domestic and international best practice, through its compliance with initiatives such the Australian Human Rights Commission (through its 2010 Gender Equality Blueprint) and the 2018 IOC Gender Equity Review Project.

It is further recommended that all Congress member foundation stakeholders must respect the gender equity principles in appointing their Women’s Council members such that where there are three (3) nominees at a minimum one (1) must be a woman; where there are four (4) members there must be two (2) women (and so on).
14.3 Pathway for other stakeholders to become FFA Members including the possibility of associated membership

The FFA New Member Pathway in Annexure 8 sets out the CRWG’s recommended criteria and proposed pathway for stakeholders other than (and in addition to) the Member Federations, Clubs, PFA and Women’s Council to become members of the FFA initially with provisional membership and a voice not a vote and then ultimately subject to satisfying Congress approved criteria, transitioning to full membership with full voting rights (and 2 votes per new Member). The exception in terms of voting rights would be for new A-League Entities (not being one of the current 9 A-League clubs in Australia) whose voting rights would be part of (and fall within) the recommended allocation of votes for the A-League Club stakeholders.

14.4 Representation of NPL Clubs in Governance Structures

The following recommendations are made in response to the requirement for the CRWG to consider and take into account “the representation of NPL Clubs in governance structures”. Note that these recommendations are made subject to (and on the assumption that) the FFA Congress will pass the CRWG's recommendations in this report in relation to a broader and more balanced representation of stakeholders in line with FIFA Statutes.

1. That the AAFC be recognised (in a stakeholder sense) by the FFA Congress as a Special Interest Group which is eligible to be considered for the FFA New Membership Pathway, details of which are set out in Annexure 8 of this report;
2. That AAFC’s deemed commencement date in terms of eligibility recognition for the first stage of the FFA New Members Pathway should be the date of the first AGM of the AAFC in July 2017;
3. That the NPL Clubs (through the AAFC at a national level and through the respective Member Federations at State and Territory level) be recognised within football governance structures by way of inclusion in relevant Standing Committees.
14.5 Pathway to an alternative A-League Governance Model

This section contains the CRWG’s response to the requirement for the CRWG to consider and take into account a “pathway to an alternative A-League governance model.”

It is noted by the CRWG that the FFA Board is not in agreement with the CRWG’s proposed pathway.

In this section:

“FFA Congress” means the Members of the FFA (as that expression is defined in the FFA Statutes) as at the date of submission of the relevant resolution(s) for its consideration.

The FIFA Terms of Reference mandated to the CRWG that, in its work it also consider and take into account a Pathway for an alternative A-League governance model.

This A-League governance pathway proposal focuses on establishing and recommending the framework and regimen within which a structured pathway and actions required to design and an alternative A-League governance model (in the context of a new governance model for professional leagues football in Australia) are set out; and that once the governance model has been determined and agreed to, it proposes the remit of the working group and its scope to subsequently consider and in-principle negotiate and deal with the legal, commercial and interrelated issues of the separation and development of the current A-League organisation and operations and the establishment of an alternate A-League entity, more correctly referred to as a (new) Professional Football Leagues entity, comprising the professional leagues of the A-League, W-League and Y-League.

Significantly, this proposal does not seek to envisage or pre-determine how the FFA might partially or fully divest itself of the organisational, operational and/or proprietary rights to the current A-League (or its role in a new A-League), nor the nature, type or structure of an autonomous or fully independent A-League, by whatever name it is known, nor does this pathway seek to interfere with the legal rights and obligations of the agreements in place between the FFA and the Clubs and related contracts.

On the contrary, it is agreed and recommended by the CRWG that the following actions, principles and timings be incorporated into the pathway and process for the development of an alternative/ new A-League governance model for professional leagues football in Australia (and incorporating the W-League and Y-League) governance model:

1. Principles

1.1 The Pathway must begin and end with the FFA Congress: It must be predicated on a shared understanding that Australian Football as a whole must be stronger from the new governance model and the outcomes and opportunities created.

1.2 Professional League Clubs comprise A-League, W-League and Youth League: That in referring to A-League clubs, this implicitly incorporates leagues that are integrated within A-League clubs (where that is the case) being the W-League and Y-League.

1.3 Establishment of the ‘New Leagues Working Group’ [NLWG]: The CRWG recommends that a representation of the key football stakeholders in Australia, drawn from an appropriate representative balance from Member Federation, Member Federation Presidents, A-League Club owners, and the FFA Executive, together with directors representing the FFA Board and members of the FFA management with a knowledge and understanding of key issues, be comprised into the establishment of the ‘New Leagues Working Group’ (or such other name as the stakeholders may agree between themselves). As was the case with the CRWG when it was set up by FIFA and the FFA, additional stakeholders and interested parties would be invited to participate and make submissions.

The representation of each stakeholder shall be proportional to the corresponding stakeholder recommendations regarding new constituency and membership of the FFA Congress set out in the main body of the CRWG report. The representation of the FFA Board will be equal to that of the representation of the Clubs.

An independent, non-voting chair shall be appointed to oversee and coordinate the affairs of the NLWG. Secretarial services will also be provided to enhance the efficiency and timelines of the NLWG’s work. The Chair shall determine the appointment of those secretarial services.

The mandate of the NLWG shall be comprised of two key objectives/phases of work, being:

1. To consider, evaluate and make recommendations for consideration by the FFA Board and FFA Congress respectively in relation to a new governance model for the professional leagues in Australia (A-League, W-League and Y-League); and

2. To consider, evaluate and negotiate terms and make recommendations for consideration by the FFA Board and FFA Congress respectively in relation to legal and commercial aspects pertaining to the new A-League model.
The NLWG will be the body through which the stakeholders:

(a) Consider, evaluate, develop and recommend to the FFA Board and FFA Congress an appropriate, alternative new A-League governance operating model; and which seeks an optimised governance relationship between the FFA Board, the FFA Congress and the new League. The alternative governance model is not a financial settlement or negotiation. Rather, it is the governance model that will produce the necessary control, alignment and reciprocity (including matters such as reciprocal representation and Special Shares issues), accountability, transparency and compliance results desired by all stakeholders of the Australian game, as represented by FFA Members of Congress;

(b) Explores, considers and negotiates other dimensions such as the new League Ownership Model – whether that is an entity completely autonomous and independent of the FFA which will be governed by a Founding Agreement or Licence Agreement; as well as matters relating to the new Leagues Operational Model;

(c) Through the NLWG, FFA, Clubs, FFA, MFs would determine the roles and responsibilities of each stakeholder within an aligned and interdependent professional leagues structure; and

(d) Develop an “Integration Plan” for activation after settling the model of governance.

1.4 NLWG recommendations to FFA Board for endorsement and subsequently to FFA Congress for Approval by Resolution.

The CRWG considers there is a constitutional requirement for the final governance model and associated financial and licensing arrangements to be approved by the FFA Congress. It is also good governance and appropriate that the determinations and recommendations of the NLWG shall, after being put to the FFA Board for its endorsement, be subject to the approval propos a Special Resolution of the members at a Special General Meeting of the FFA Congress.

1.5 Timings: NLWG to conclude its remit by 31 March 2019.

Work of the NLWG to commence as soon as practicable and to conclude no later than 31 March 2019 to enable the new leagues entity to be in-place and operating as from the 2019/2020 A-League Season.

As of the 2019/20 season, the new Professional leagues entity would be a self-governing institution whose business is running the top tier professional football leagues in Australia, and which is owned by and accountable to the member clubs but the entity shall operate and have obligations (to be determined) under a Founding Agreement or Licence Agreement executed between the FFA and the professional clubs.

2 Creation of an NLWG based on the following terms of reference:

The two main objectives of the NLWG would be to consider, agree and propose a new governance model for professional football leagues in Australia; and to consider and negotiate other legal, financial and commercial dimensions particularly the new League Ownership Model.

2.1 Phase 1 of the NLWG: Propose a new governance model for Professional Australian Leagues which:

(a) Ensures the necessary control, alignment, accountability, transparency and compliance results desired by all stakeholders of the Australian game - as represented by FFA Members of Congress;

(b) Sets out the shared ambition of the League for the Australian Football family;

(c) Considers international best practices and the characteristics of the Australian sports market;

(d) Determines the optimal governance relationship between the FFA and the League - which may be governed by a Founding Agreement or Licence Agreement;

(e) Considers co-operation between the FFA and the A-League to maximise commercial returns for the Australian football family;

(f) Ensures the greatest opportunity for the rapid and sustainable growth of the professional game in Australia and by association the Australian game at large. Specifically, but not limited to:

(i) Maximising the contribution of the Leagues to the Australian football community through:
   a. Strengthening of elite player development pathways;
   b. Improving public interest in the sport;
   c. Derived funding pathways;

(ii) Alignment of the competitions’ governance framework more closely with best practices in the world’s most successful FIFA-aligned football leagues;

(g) Elimination of conflicts of interest in league-related decisions.

(iii) A higher standard of football - by enhancing the rules governing the game through collective bargaining in areas such as:
   a. Player payments models;
   b. Transfers, loans and the use of overseas players;
   c. Growing football’s professional footprint;
   d. Investing in the recruitment, training, development of professional referees;
   e. Optimising League fixtures;
(ii) Greater sustainability:
   a. Reducing costs and optimizing opportunities;
   b. Retaining and improving existing revenue streams and creating new revenue streams.

The NLWG’s proposal shall consider and take into account the following:

(a) The ability to call on interested stakeholders to provide insights and submissions that will allow the best possible governance model to be created;
(b) In the interest of Gender equality (and in consideration of the FIFA Statutes, in particular its art 15 let. J) and the need for the rapid development of the Women’s game, the inclusion of the W-League in considerations;
(c) In consideration for the benefit of maintaining the integrity of football pathways, the inclusion of the National Youth League;
(d) Provision to consider the inclusion of other Leagues where suitable – e.g. Futsal and beach soccer;
(e) Taking into consideration that insight need to be understood from Member Federation States that currently have an A-League footprint and those that do not;
(f) Integration with, and development of, a National second division competition;
(g) The inter-relationship with the broader Australian competitions eco-system and associated pathways and “supporter networks”;
(h) Whether the W-League and Youth League must be bundled with the A-League or whether it would be better off dealt with separately to achieve its maximum potential.

2.2 Phase 2 of the NLWG: Actions for the NLWG subsequent to the A-League Governance Model determinations

Once the governance findings of the NLWG are determined, the financial implications and terms of the new arrangements can be considered and reached in-principle, within the context of the workings of the NLWG between the FFA Board and APFCA, understanding:

- The fiduciary duty of the Board
- The existing commercial arrangements that will require novation
- The need for Congress to make constitutional changes to accommodate the recommendations of the NLWG and the derived financial relationships

Clear roles and responsibilities for the parties can be established in relation to the development of:

(a) Corporate structure of the new League model and associated Licence and its rights;
(b) Competition rules;
(c) Ownership of commercial rights;
(d) Calendar matters;
(e) Competition access matters, including League expansion and AFC club licensing;
(f) Player release for national team rules;
(g) Matters designated to League / PFA CBA (e.g. player status regulations, salary cap, arbitration etc.);
(h) Disciplinary matters; and
(i) Referees matters.

3 Approval of the new arrangements by Congress

The CRWG considers that, subsequent to endorsement by the FFA Board, there is likely to be a constitutional requirement for the final governance model and associated financial and licensing arrangements to be approved by the FFA Congress by Special Resolution.

The CRWG recommends that the Special Resolution be drafted and agreed by the FFA Board and the APFCA in consultation with the other NLWG members.

The APFCA and PFA CRWG Members have agreed in principle that the meeting of Congress that would consider that Special Resolution would not be attended by APFCA FFA Members nor by PFA FFA Members and that a quorum would be achieved through the attendance of Member Federation FFA Members as well as the Women’s Council FFA members. The required 75% prescribed majority would need to be achieved by the quorum of Congress in order for the Special Resolution to be passed.
14.6 Further Alignment with FIFA Statutes

Further, the CRWG recommends the FFA Constitution be amended in the following ways to ensure compliance with FIFA Statutes:

- by including an article that is at least as robust as Article 3 of the FIFA Statutes regarding FFA’s responsibility to respect and realise internationally recognised human rights;
- by being at least as robust as Articles 2 and 4 of the FIFA Statutes on the matters of access to the game, gender equality and the prohibition of discrimination;
- that FFA commission an expert on business and human rights to formally and publicly report on what it needs to do to embed respect for human rights across its international and domestic operations;
- that FFA take the steps necessary to develop, promulgate and implement a human rights policy that adheres to the four pillars of FIFA’s Human Rights Policy and, moreover, the requirements of the UNGPs;
ANNEXURE 1 - Definitions

In this report:

“AAFC” means the Association of Australian Football Clubs Inc an incorporated association under the laws of New South Wales;

“AFC” means the Asian Football Confederation as duly constituted by its statutes;

“APFCA” means the Association of Professional Football Clubs Australia Inc an incorporated association under the laws of New South Wales;

“A-League” is the national men’s professional competition between the A-League Clubs;

“A-League Clubs” and “Hyundai A-League Clubs” means the following clubs participating in the A-League as at 30 June 2018:

- Adelaide United Football Club Pty Limited (ACN 136 768 539)
- Brisbane Roar Football Club Pty Limited (ACN 136 768 566)
- Central Coast Mariners FC Pty Ltd (ACN 111 321 674)
- Melbourne City FC Pty Ltd (ACN 128 569 264)
- Melbourne Victory Ltd (ACN 111 441 868)
- Newcastle Jets Club Pty Limited (ACN 602 270 664)
- Okewood Pty Ltd (ACN 053 910 133)
- Sydney Football Club Pty Ltd (ACN 110 877 668)
- Welnix GP Limited (company number 352 263 2)
- Western Sydney Wanderers FC Pty Ltd (ACN 156 634 016)

“Australian Sports Commission” or “ASC” means the Australian Sports Commission;

“By laws” mean the relevant bylaws of the federation or association in question;

“CBA” means the collective bargaining agreement in place between the FFA and the FFA from time to time;


“FFA” means Football Federation Australia Limited ACN 106478068 a company limited by guarantee;

“FIFA” means the Federation Internationale Football Association;

“FIFA Statutes” means the FIFA Statutes as at 30 June 2018, a copy of which is available on line at www.fifa.org;

“FIFA Standard Statutes” means a work in progress set of statutes compiled and under review by FIFA but which are not yet binding on Member Associations;

“Football Coaches Australia” means the organization by that name;

“Football Referees Association” means Professional Football Referees Association Australia;

“Football Supporters Australia” means organization by that name;

“Foundation Stakeholder” means the Member Federations, the Professional Footballers Australia and the A-League Clubs;

“FFA Board” means the Board of the FFA as constituted in accordance with the FFA Constitution;

“FFA Statutes” means the FFA Statutes as at 30 June 2018, including the Constitution of FFA, a copy of which is available on line at www.ffa.com.au;

“Gender Mainstreaming” is a United Nations adopted principle ensuring that gender perspectives and attention to the goal of gender equality are centre to all activities, such as policy development, research, advocacy, legislation, resource allocation, planning, implementation of planning and projects;

“Matildas” the senior national women’s team selected by FFA from time to time.;

“Member Associations” has the meaning given to the term in the FIFA Statutes;

“Member Federations” is a collective term to describe the 9 State football federation members of FFA as at 30 June 2018 which are as follows:

- Football Queensland Limited (ACN 063 925 333)
- Football Federation Northern Territory Incorporated (ABN 83 203 386 861)
- Football NSW Limited (ACN 003 215 923)
- Northern NSW Football Limited (ACN 001 887 467)
- Football Federation Tasmania Ltd (ACN 067 682 044)
- Football Federation South Australia (ABN 70 315 069 301)
- Football West Limited (ACN 109 919 324)
- Football Federation Victoria (ABN 97 592 993 965)
- ACT Football Federation Incorporated (ABN 16 412 452 268)

“New A-League Entities” means an entity which participates in the A-League from time to time or after the 2019-2020 season, but which is not an A-League Club as defined herein;

“NPL Clubs” is the name given to clubs that are participating in or associated with the National Premier League which as at 30 June 2018 are as set out Annexure 14;

“Pararoos” means the national team for athletes with cerebral palsy, acquired brain injury or symptoms acquired from stroke selected by FFA from time to time;

“PFA” means the Professional Footballers Australia;

“Socceroos” means the senior national men’s team selected by FFA from time to time;

“W-League” means the national women’s professional competition between the W-League Clubs;

“World Cup” means the FIFA World Cup;

“Women’s World Cup Bid” means FFA’s bid to host the 2023 FIFA Women’s World Cup.
ANNEXURE 2 - CRWG Mandate and Terms of Reference, Working Protocol Agreement and Standing Orders

Congress Review Working Group (CRWG): Terms of Reference

I. Composition

a. Chair:

The CRWG is chaired by an independent chairperson to be appointed by a unanimous decision of its members. If the members cannot unanimously agree on a chairperson, FIFA, in consultation with AFC, shall appoint the chairperson instead.

The chairperson shall have no official function within and no business relationship (in accordance with art. 5 par. 4 of the FIFA Governance Regulations) with Football Federation Australia, its members or any other relevant stakeholders. The chairperson shall be required to pass an eligibility check to be carried out by the FIFA Review Committee in accordance with the FIFA Governance Regulations.

The chairperson shall have the following minimum qualifications:
- Strong track record in legal and governance issues (preferably in sports)
- Experience in mediation and negotiation

The chairperson shall have the following responsibilities:
- Convene all meetings of the CRWG;
- Draw up the agenda – CRWG members may submit requests to the chairperson for items to be included in the agenda;
- Decide the conduct of the meetings.

In general, the chairperson shall have discretion to take all necessary steps to ensure that the mandate of the CRWG is fulfilled. The chairman may set up standing orders for the CRWG. The chairperson may invite, at their own discretion, observers to the meetings of the CRWG and/or seek input from experts.

b. Members:

The CRWG is composed of the following members:
- Football Federation Australia Board: 1 representative
- Member Federations: 4 representatives
- Australian Professional Football Club Association (AFC): 2 representatives
- Professional Footballers Australia (PPA): 1 representative

The four members of the CRWG shall each agree internally who their representatives on the CRWG are. They may appoint a substitute if need be. If a member of the CRWG cannot agree on its representative(s), FIFA, in consultation with the AFC, shall appoint the representative(s) instead. The inclusion of female representatives is strongly encouraged. The chairperson may co-opt a female representative to the CRWG with the same rights as all other representatives.

II. Mandate

The main objective of the CRWG is to propose a new composition for the FFA congress which ensures a broader and more balanced representation of stakeholders in line with the requirements of the FIFA Statutes, in particular its art. 15 et seq.

The CRWG’s proposal shall also consider and take into account the following issues:
- Alignment of the FFA statutes with the requirements of the FIFA Statutes, in particular art. 15;
- The full participation of women at all levels of football governance;
- FFA Board composition and independence;
- Pathway for an alternate-Club governance model;
- Pathway for other stakeholders to become FFA members, including the possibility of an associate membership;
- Representation of NPL clubs in football governance structures.

The CRWG shall seek input from the Association of Australian Football Clubs (AFC) and other relevant stakeholders, including by inviting them to its meetings as observers when necessary. In particular, the AFC is to be systematically included whenever the representation of NPL clubs in football governance structures is discussed.

Furthermore, the CRWG shall seek input and regularly and systematically invite experts (such as Women Onside and female football officials and players) to provide input on how to best promote the full participation of women at all levels of football governance.

III. Reporting

The chairperson shall report directly to FIFA and AFC whenever necessary or upon request of FIFA, in consultation with the AFC.

IV. Secretariat

The chairperson shall be assisted by Mr Tim Holdren of the FFA administration to provide secretariat services to the CRWG. The meetings of the CRWG shall be minuted. The minutes of each meeting shall be unanimously approved by the following meeting of the CRWG.

V. Intervention

The CRWG shall conclude its mandate and submit its proposal to FIFA and AFC by 31 July 2018. Subsequently, the proposal is to be submitted for adoption at a FFA Special General Meeting by no later than 7 September 2018.
CONGRESS REVIEW WORKING GROUP

CONTINENTAL WORKING PROTOCOL AGREEMENT

VERSION 1.0 – ISSUED 12 JUNE 2011

The following working protocols shall apply to the CRWG Chair and CRWG Secretariat of the Congress Review Working Group (CRWG) and to all Members of the CRWG and their representatives in nominated or appointed pursuant to the CRWG mandate and terms of reference.

CRWG MANDATE AND TERMS OF REFERENCE

The mandate and terms of reference is previously published and circulated by FIFA are attached as Annexure A.

The terms of reference state that the “...main objective of the CRWG...” is as follows:

“...To propose a new composition for the FFA Congress which will be broader and more balanced representation of stakeholders in line with the requirements of the FIFA Statutes, in particular its art 15(1)”

Article 15(1) of the FIFA Statutes states as follows:

“Member associations’ statutes must comply with the principles of good governance, and shall in particular contain, at a minimum, provisions relating to the following matters:...legislative bodies must be constituted in accordance with the principles of representative democracy and taking into account the importance of gender equality in football...”

The terms of reference also states that the “...CRWG’s proposal shall also consider and take into account the following issues:

- By-laws of the FIFA statutes with the requirements of the FIFA Statutes, in particular art 15;

- Full participation of women in all levels of football governance;

- FIFA Board composition and independence;

- Pathways for any alternative A-League governance model;

- Pathways for other state associations to become FFA members, including the possibility of an association member that;

- Representation of NPL clubs in football governance structures.

COMPOSITION OF THE CRWG

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<tr>
<td>Mr. Denis Griggs</td>
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CRWG ADMINISTRATION AND CONDUCT OF THE MEETINGS

1. Notice of meetings (whether in person or by telephone) shall be deemed to have been given if the CRWG Secretariat communicates to the relevant CRWG Members’ representatives by email to their pre-agreed email address.

2. The CRWG Chair shall determine the location, date and time of all CRWG meetings (and whether they will be held in person or by telephone or video conference or a combination thereof).

3. The CRWG Secretariat shall communicate all arrangements regarding CRWG meetings and circulate the details thereof as directed by the CRWG Chair.

4. The CRWG Chair shall be responsible for determining the agenda of the CRWG meetings and shall be free to invite suggestions or seek input from FIFA, AFC and the CRWG Members’ representatives in relation thereto.

5. The CRWG Secretariat shall promptly distribute all documents approved by the CRWG Chair for distribution and on such conditions as the CRWG Chair may determine.

6. Unless otherwise directed or agreed by the CRWG Chair, if any CRWG Member or relevant Members’ representative wishes to table any documents for consideration by the CRWG those documents shall be first submitted in advance to the CRWG Chair via the CRWG Secretariat at least 24 hours prior to the CRWG meeting and marked clearly on whose behalf the document is sought to be tabled.
7. The CRWG Secretariat shall be responsible for the preparation and dissemination of the draft minutes of the CRWG meetings following the CRWG Chair’s review of the same.

8. CRWG draft minutes shall be tabled for approval by the CRWG Members’ representatives at the following meeting of the CRWG. Alternatively, the CRWG Chair may seek approval from the CRWG Members’ representatives by email.

9. Each CRWG Members’ representative shall provide relevant declarations of interest to the CRWG Chair at the commencement of each meeting, which shall be duly recorded in the minutes.

10. If requested by the CRWG Chair, the CRWG Secretariat may set up dedicated CRWG email addresses for the CRWG Members’ representatives and the CRWG Chair and the CRWG Secretariat respectively and thereafter all email communications relating to the business of the CRWG shall be conducted through such CRWG email addresses.

11. At the conclusion of the CRWG’s mandate on 31 July 2014 (or such other date as directed by FIFA), the CRWG email accounts shall be closed by the CRWG Secretariat prior to which a copy of all correspondence shall be made and forwarded to FIFA for its records.

12. Each CRWG Member’s representative agrees to comply with all applicable laws with respect to their involvement in and work on the CRWG.

13. All communications, discussion, conduct and behaviour by and between the CRWG Chair, CRWG Secretariat, CRWG Members, CRWG Members’ representatives and any invited observers or attendees shall be truthful, accurate, respectful and courteous at all times.

14. No person other than the CRWG Members’ representatives, the CRWG Secretariat, FIFA and AFC may attend CRWG meetings whether as participants or observers without the CRWG Chair’s prior approval.

15. Each CRWG Members’ representative acknowledges for themselves and for the CRWG Members that they represented that FIFA and the AFC will be systematically informed in advance of all meetings of the CRWG to allow their representatives to observe the discussions if they deem it necessary or desirable.

16. The CRWG Chair reserves the right at her discretion to elect to have informal meetings (or informal conversations on the telephone) with CRWG Members, CRWG Members’ representatives, and with external stakeholders and other third parties deemed appropriate by the CRWG Chair. The CRWG Chair reserves the right not to take minutes or record informal meetings should she so deem it.

CONFIDENTIALITY AND TAKING OF DOCUMENTS

1. The CRWG Chair, the CRWG Secretariat and each CRWG Members’ representative agrees to keep the discussions and deliberations of the CRWG strictly private and confidential between themselves, any invited stakeholders/Third parties approved by the CRWG Chair from time to time, FIFA and the AFC and not to communicate the same to any third party without the consent of the CRWG Chair or otherwise in accordance with paragraph 2 below. For the avoidance of doubt, the CRWG Members’ representatives are entitled to update the CRWG Members that they represent on the CRWG about any and all deliberations, discussions and recommendations of the CRWG on a confidential basis subject to their agreement to paragraph 2 below and other terms of this working protocol.

2. All documents tabled to the CRWG through the CRWG Secretariat will be treated as confidential. The CRWG Chair, the CRWG Secretariat, CRWG Members and their representatives agree to consider all information in confidence (the CRWG shall not disclose any information contained in a tabled document shall not be disclosed by them, except:

   a. as required by law; or
   b. as required by FIFA or the AFC;
   c. to external legal advisers, on the basis that such external legal advisers agree to treat documents as confidential (and provided that the CRWG Chair is notified in advance of whom and what documents as well as the reasons);
   d. to directors and employees of the relevant CRWG Member, provided that the CRWG Chair is notified in advance of their identity, which documents and the reason (it takes reasonable steps to protect the information in the document from disclosure and use);
   e. if the document is in the public domain other than through a breach of the CRWG working protocols; or
   f. as otherwise determined by the CRWG Chair.

3. Documents must be marked “Confidential for the CRWG”. Public domain documents shall also be marked accordingly.

4. In communicating or sending any documents or information to the CRWG Chair or via the CRWG Secretariat to the sender (except in the case of publicly available documents):

   a. gives their irrevocable and unconditional consent to the onward distribution by the CRWG Secretariat of such documents or information to the CRWG Chair, the CRWG Members’ representatives, the CRWG Members, FIFA, AFC and such invited observers or other stakeholders as the CRWG may deem fit in her discretion;
   b. agrees to waive any privilege attaching to such documents or the contents thereof, to the extent that such privilege exists; and
   c. warrants that they have obtained all such third party licences, consents, agreements and authorisations of any kind from the parties, licensors, licensees or authors of any information, data or images contained in these documents or information as may be necessary to enable the distribution and information contained therein to be circulated as set out in 4(a) above.

VERSION 1.0 - ISSUED 12 JUNE 2018
COMMUNICATIONS

Each CRWG Members’ representative must not, and must take all reasonable steps to ensure that its CRWG Member does not, make any public announcements or release any information regarding CRWG without the prior written consent of the CRWG Chair. The CRWG Chair may make public communications as approved by FIFA.

Each CRWG Members’ representative agrees that they must not, and must take all reasonable steps to ensure its represented CRWG Member does not use any media, including print, television, radio, social media or any other similar communication platforms in a way which may reflect adversely on the FIFA, AFC or the CRWG.

COSTS AND LOGISTICS

Each CRWG Member and their Member’s representative shall be responsible for their own costs and arrangements in relation to their work and involvement in the CRWG.

These working protocols may be amended from time to time by FIFA, AFC or the CRWG Chair.

AGREEMENT

By signing a copy of this document, the CRWG Chair, CRWG Secretary, each CRWG Members’ representative (for themselves and on behalf of the CRWG Members) (e) they represent with full power to bind) agree to respect and abide by the aforementioned working protocols in relation to the mandate of the CRWG and their participation in the CRWG.

Jude Twigger
Chair
Congress Review Working Group

12 June 2018

Liam Twigger confirmed his agreement by email on that day.
Statement from Members Federations regarding the Congress Review Working Group Terms of Reference

Monday 9 April 2018

The Member Federations join Football Federation Australia (FFA) in welcoming the announcement by FIFA on the terms of reference for a collaborative working group to review football’s representative congress in Australia.

The Congress Review Working Group (CRWG) is to be chaired by an independent chairperson and will comprise the following members:
- Football Federation Australia Board: 1 representative
- Member Federations: 4 representatives
- Australian Professional Football Clubs Association (APFCA): 2 representatives
- Professional Footballers Australia (PFA): 1 representative

The CRWG shall conclude its mandate and submit its proposal to FIFA by 31 July 2018.

Subsequently, the proposal is to be submitted for adoption to a FFA Special General Meeting by no later than 7 September 2018.

The Member Federations extend their sincere appreciation of the efforts and commitment of both FIFA and AFC to Australian football.
ANNEXURE 3 - FIFA Media releases regarding the CRWG

FIFA's Bureau of the Council establishes Congress Review Working Group for Football Federation Australia

FIFA Bureau of the Council today established a Congress Review Working Group (CRWG) for Football Federation Australia (FFA). This follows the recommendation made by the FIFA's Bureau Administration Committee on 4 December 2017 and the recent visit to Sydney by a joint FIFA-ASIC delegation.

The main objective of the CRWG is to propose a new composition of the FFA Congress that is broadly representative and balanced in line with the requirements of the FIFA statute, in particular art. 15 G.

The CRWG will be chaired by an independent person and comprise representatives of the relevant Federation, the member associations, the Australian Professional Footballers Association (APFA), and Professional Footballers Australia (PFA). The CRWG will be based on terms of reference endorsed by FIFA and will seek input from relevant stakeholders.

The CRWG will conclude its mandate and submit its proposal to FIFA and the AFC by 30 July 2018. The proposal will be considered by Congress for adoption at the FIFA Special Congress to be held on 15 September 2018.
ANNEXURE 4 - List of written submissions received by the CRWG

**Football Federation Australia**
- FFA Board Principles for Congress Expansion tabled to CRWG on 12 June 2018
- FFA Notice of 2015 Annual General Meeting with Explanatory Memorandum and amended FFA Constitution
- Nominations Committee Summary for CRWG – 25 June 2018
- Summary of Independence of Directors – June 2018
- New Operating Model – Design Principles – June 2018
- Supplementary submission re Pathway to Alternative A-League Governance Model – 4 July 2018
- Letter from FFA Board to CRWG dated 27 July 2018
- Letter dated 30 July 2018 from FFA Chairman to CRWG Chair, received at 12:54pm (UK time)

**Member Federations**
- Notice of 2017 FFA Annual General Meeting
- Email from Kimon Taliadoros to CRWG dated 12 June 2018
- Australian Football Governance Position Paper – September 2017
- Submission on behalf of Members Federations of ACT, Northern NSW, the Northern Territory and Tasmania, received 30 July 2018 at 15:00 (UK time)

**Association of Professional Football Clubs Australia**
- Letter from APFCA to FFA dated 20 February 2018
- Submission re Pathway to Alternative A-League Governance Model – 20 June 2018
- Supplementary submission re Pathway to Alternative League Governance Model – 4 July 2018
- Comparative analysis of FIFA Statutes and FFA Statutes
- Standing Committees Analysis

**Professional Footballers Australia**
- Building a Governance Model for Australia – 12 June 2018
- Letter from PFA to Judith Griggs dated 12 July 2018
- Submission re Internationally recognised human rights and the governance of football – 17 July 2018
- Letter from to PFA to FFA Chairman dated 28 July 2018 (in response to FFA’s letter to CRWG dated 27 July)

**Association of Australian Football Clubs**
- Presentation - 13/06/18
- AAF response to CRWG questions – 26 June 2018
- List of teams in the National Premier Leagues
- List of Clubs with female teams in the National Premier Leagues
- Letter to CRWG Chair from AAFC dated 30 July 2018 enclosing letter from AAFC to FFA CEO of the same date

**Football Coaches Australia**
- Letter from FCA to Judith Griggs date 10 June 2018
- Letter from FCA to Judith Griggs date 30 July 2018

**Professional Football Referees’ Association**
- PFRA Fact Sheet dated 11 June 2018

**Football Supporters Australia**
- Submission to the CRWG dated 23 July 2018

**Women Onside**
- Submission to the CRWG – June 2018
- Follow Up Submission to CRWG – July 2018
ANNEXURE 5 - List of supporting documentation tabled to the CRWG

1. FIFA Statutes 2016
2. FIFA Governance Regulations 2016
3. FIFA Standard Statutes 2005
4. AFC Statutes 2017
5. FIFA Statutes, including:
   (a) FIFA Constitution 2017
   (b) National Code of Conduct
   (c) Nation Registration Regulations
   (d) National Disciplinary Regulations
   (e) Grievance Procedure By-Law
   (f) Grievance Resolution Regulations
   (g) Judicial Bodies By-Law
   (h) Judicial Bodies By-Law Application Form
   (i) National Arbitration Tribunal Regulations
   (j) National Arbitration Tribunal Application Form
   (k) National Member Protection Policy
   (l) National Privacy Policy
   (m) National Club Identity Policy
   (n) National Anti-Doping Policy
   (o) Concussion Policy
   (p) Mobile and Communication Devices Policy
   (q) Working with Intermediaries Regulations
   (r) National Spectator Code of Behaviour
   (s) National Banning Regulations
6. 2016 and 2017 FFA Annual Review
7. 2016 and 2017 FFA Stat Accounts
8. FFA Whole of Football Plan
9. Long Term Women’s Football Plan (Consultation inside Summary)
10. FFA Women’s Football Development Guide
11. 2015 FFA AGM Notice and Explanatory Memorandum
12. 2017 FFA AGM Notice and Explanatory Memorandum
14. 2016 and 2017 FFA Annual Review
18. Australian Sports Commission – One Sailing Case Study
20. Building Australia’s Football Community – A review into the sustainability of football – 2011
22. Australian Institute of Company Directors – Gender diversity progress report – June 2018;
24. American Economic Review 2017 – Gender Quotas and the Crisis of the Mediocre Man:
    Theory and Evidence from Sweden.
25. FFA Financial Report June 2018
26. FIFA correspondence with FFA in 2016 and 2017
ANNEXURE 6 - Meetings of the CRWG

6.1 List of CRWG meetings following the appointment of the independent Chair on 4 June 2018

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. 12 &amp; 13 June</td>
<td>CRWG Meetings in Melbourne – 9am to 6pm (AEST)</td>
</tr>
<tr>
<td>2. 21 June</td>
<td>CRWG conference call at 7am (AEST)</td>
</tr>
<tr>
<td>3. 26 June</td>
<td>CRWG conference call at 6pm (AEST)</td>
</tr>
<tr>
<td>4. 30 June &amp; 1 July</td>
<td>CRWG Meetings in Melbourne – 9am to 6pm (AEST)</td>
</tr>
<tr>
<td>5. 3 July</td>
<td>CRWG conference call at 6pm (AEST)</td>
</tr>
<tr>
<td>6. 6 July</td>
<td>CRWG conference call at 6pm (AEST)</td>
</tr>
<tr>
<td>7. 10 July</td>
<td>CRWG conference call at 6pm (AEST)</td>
</tr>
<tr>
<td>8. 13 July</td>
<td>CRWG conference call at 6pm (AEST)</td>
</tr>
<tr>
<td>9. 17 July</td>
<td>CRWG conference call at 6pm (AEST)</td>
</tr>
<tr>
<td>10. 20 July</td>
<td>CRWG conference call at 6pm (AEST)</td>
</tr>
<tr>
<td>11. 24 July</td>
<td>CRWG conference call at 6pm (AEST)</td>
</tr>
<tr>
<td>12. 27 July</td>
<td>CRWG conference call at 6pm (AEST)</td>
</tr>
<tr>
<td>13. 29 July</td>
<td>CRWG conference call at 6pm (AEST)</td>
</tr>
<tr>
<td>14. 31 July</td>
<td>CRWG conference call at 8am (AEST)</td>
</tr>
<tr>
<td>15. 31 July</td>
<td>CRWG conference call at 6pm (AEST)</td>
</tr>
</tbody>
</table>

6.2 Key PFA Meetings

- November 2017; Adoption of governance position at 2017 Annual General Meeting
- July 2018; Mass meeting of PFA Members unanimously adopts resolution confirming the significance of a meaningful voice for all players with in Australia’s governance framework
(b) Member Federations Work Plan

The nine Member Federations (MF) were invited to participate in the FIFA Congress Review Working Group (CRWG) pursuant to the Terms of Reference issued by FIFA on 3 April, 2018.

On 9 April, the MFs confirmed as follows:

- Four MFs were elected as CRWG Members (Media Release attached):
  - Football New South Wales (FNSW)
  - Football Federation South Australia (FFSA)
  - Football Federation Victoria (FFV)
  - Football West (FW).
- FFV President Kimon Taliadoros was appointed as MF Representative, following the resignation of Football Federation Queensland President Greg Redington.

MF Representative Kimon Taliadoros was responsible for managing the timely communications, transparency and engagement between the CRWG and all the MFs, including non CRWG-MFs. This was structured to support the CRWG process as follows:

- CRWG-MF Timetable (attached)
  - An agreed work plan and timeline designed to integrate and embed the MF process and contributions into the CRWG program.
  - The MF Timetable set out the intense sequencing of teleconferences and face-to-face meetings structured around the scheduled CRWG meetings, teleconferences and milestones. (See attached attendance record).
  - Each MF was expected to manage their own intra Board and stakeholder processes, within the parameters of the agreed MF Timetable.
- Dedicated MF Dropbox folder
  - The CRWG Chair arranged for the CRWG Secretary to establish and maintain a dedicated MF Dropbox folder (created on 17 June 2018) which was to contain all relevant CRWG documents, submissions and information.
  - This was available to all MFs throughout the remainder of the CRWG process.
- Extensive communications for all MFs
  - The CRWG MFs maintained a consistent and detailed flow of information and exchange with all MFs through a combination of frequent emails, texts, phone calls and WhatsApp communications, in addition to the four full day workshops and five teleconferences.
  - Timely distribution of working papers, “non papers” and draft Reports.
  - Regular updates of process and CRWG timelines and milestones.
- Direct access to CRWG for all MFs
  - The CRWG Chair attended both the initial MF meeting on 11 June and the second MF meeting on 29 June.
  - The CRWG Chair invited MFs to correspond with her directly should they prefer, which was exercised by several MFs.
  - In the lead-up to draft V4 of the Report, MFs were invited by the CRWG Chair and CRWG Members to make direct contact with them if they wished to receive any further clarification, information or to discuss any CRWG issues.
- Direct access and discussion with FFA and CRWG Chair for all MFs on July 26.

(c) Statement from Members Federations regarding the Congress Review Working Group Terms of Reference

Statement from Member Federations:

Congress Review Working Group Terms of Reference

Monday 9 April 2018

The Member Federations join Football Federation Australia (FFA) in welcoming the announcement by FIFA on the terms of reference for a collaborative working group to review football’s representative congress in Australia.

The Congress Review Working Group (CRWG) is to be chaired by an independent chairperson and will comprise the following members:

- Football Federation Australia Board: 1 representative
- Member Federations: 4 representatives
- Australian Professional Football Clubs Association (APFCA): 2 representatives
- Professional Footballers Australia (PFA): 1 representative

The Member Federations have nominated the following four (4) representatives:

- Football New South Wales
- Football Federation South Australia
- Football Federation Victoria
- Football West

The Member Federations are committed to working with FIFA, the Asian Football Confederation (AFC), FFA and all Australian football stakeholders to propose a new composition for the FFA congress which ensures a broader and more balanced representation of stakeholders in line with the requirements of FIFA Statutes.

The CRWG will also consider:

- Full participation of women at all levels of football governance;
- FFA Board composition and independence;
- Pathway for an alternative A-League governance model;
- Pathway for other stakeholders to become FFA members, including the possibility of an associate membership; and
- The Representation of NPL clubs in football governance structures.

As per the terms of reference (attached), the CRWG shall conclude its mandate and submit its proposal to FIFA and AFC by 31 July 2018.

Subsequently, the proposal is to be submitted for adoption to a FFA Special General Meeting by no later than 7 September 2018.

The Member Federations extend their sincere appreciation of the efforts and commitment of both FIFA and AFC to Australian football.
### ANNEXURE 7 - CRWG Matrix showing the full participation of women across all aspects of football governance

Note that it is the congress of the MFS, Associations and Clubs that dictate this so CRWG recognises that as it relates to State and local entities, it would need to be phased in over time.

**Australian Football shall achieve a gender balanced representation at**

<table>
<thead>
<tr>
<th>Tier</th>
<th>Description</th>
<th>Gender Equality Matrix</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FFA STATUTES</strong></td>
<td></td>
<td>Gender Equality shall be embedded in the Statutes of Football Federation Australia and all stakeholders, with reference to this Gender Equality Matrix as the guide and benchmark for gender equality institution and compliance across all levels of Australian football governance.</td>
</tr>
<tr>
<td><strong>FFA CONGRESS</strong></td>
<td></td>
<td>by requiring members to assign delegated votes as follows:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- if 2 delegates, 50/50;</td>
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<td></td>
<td></td>
<td>- if 3 delegates, minimum 1 female;</td>
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<td></td>
<td>- if 4 delegates, 50/50;</td>
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<tr>
<td></td>
<td></td>
<td>- if 5 delegates, minimum 2 females;</td>
</tr>
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<td></td>
<td></td>
<td>- if 6 delegates, 50/50, etc.</td>
</tr>
<tr>
<td><strong>FFA BOARD</strong></td>
<td></td>
<td>by requiring the (i) members and the (ii) Directors elect/appoint Directors:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- in compliance with the principles of '40 / 40 / 20'</td>
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<tr>
<td></td>
<td></td>
<td>The Board shall respect gender diversity by alternating female/male for Chair and Deputy Chair.</td>
</tr>
<tr>
<td><strong>FFA COMMITTEES</strong></td>
<td></td>
<td>by requiring the committee members to be elected/appointed:</td>
</tr>
<tr>
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<td></td>
<td>- in compliance with the principles of '40 / 40 / 20'</td>
</tr>
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<td><strong>MF/PROF CLUB/FFA CONGRESS</strong></td>
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<td>by requiring members to assign delegated votes as follows:</td>
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</tr>
<tr>
<td><strong>PRIVATE PROF CLUB &amp; ENTITIES</strong></td>
<td></td>
<td>by recommending the (i) members, (ii) owners, and/or the (ii) Directors elect/appoint Directors:</td>
</tr>
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<td></td>
<td>- in compliance with the principles of '40 / 40 / 20'</td>
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</tr>
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<td><strong>MF/PROF CLUB/FFA COMMITTEES</strong></td>
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<td>by requiring the (i) Directors and/or (ii) stakeholders to nominate committee members:</td>
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<td>by requiring members to assign delegated votes as follows:</td>
</tr>
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</table>
### Qualifying Requirements

#### Governance

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Year 0</th>
<th>Year 2</th>
<th>Year 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have available for submission an up-to-date Register of Members (paid-up and valid), with date of birth and contact details.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>At least 4 years of having at least 4 Board Meetings per annum.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Have gender diversity (40-40-20 principle) in composition of the Board.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Have a clearly defined and paid-up membership (national body).</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Have a standard constitution, approved by their Congress.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Have organisational regulations, approved by their Congress.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Have a minimum number of four (4) Board Meetings per annum.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Have a mix of both (i) Elected, and (ii) Appointed directors on the Board, with a majority elected by the Congress.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Have a voice representing a Special Interest Group to submit in writing to the Company Secretary of Football Federation Australia a formal letter of application to becoming a Qualifying Member.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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</tr>
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</table>

#### Compliance

<table>
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<tr>
<th>Requirement</th>
<th>Year 0</th>
<th>Year 2</th>
<th>Year 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can make nominations for FFA Director</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Can vote at FFA General Meeting</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Can be a member of FFA Standing Committee</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Can endorse nomination for FFA Director</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Can attend FFA General Meetings</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

### Rights

- Published online and accessible (i) Member Application process; (ii) Constitution; and (iii) Organisational Regulations

### Obligations

- On-going compliance of requirements, as defined here.
ANNEXURE 9 · Director Criteria Matrix and Nominations Committee process

CONGRESS REVIEW WORKING GROUP (CRWG) recommendations for FOOTBALL FEDERATION AUSTRALIA

preliminary DIRECTOR QUALIFICATIONS & CRITERIA MATRIX (as applied by the Nominations Committee), & NOMINATIONS & ELECTION PROCESS

<table>
<thead>
<tr>
<th>DIRECTOR NOMINATION &amp; ELECTION PATHWAY</th>
<th>QUALIFYING CRITERIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annually, the Representative Members of the FFA Nominations Committee shall be submitted by email to the FFA Company Secretary, from each representative group comprising the AFA, AFC, FFA, and the Australian Sports Commission</td>
<td>Commitment to a strong governance regime for Australian football</td>
</tr>
<tr>
<td>Nomination Letters for nominee directors are submitted to the FFA Company Secretary by nominator with (i) formal letter accepting nomination by nominee; (ii) evidential documentation evidencing the Qualifying Criteria and Core Competencies; and (iii) signed by nominator and seconder. The nominator and seconder must each be from different foundation member stakeholders.</td>
<td>Has not been involved in activities which could, or could reasonably be perceived to, materially interfere with the candidate’s ability to act in the best interests of FFA and Australian football</td>
</tr>
<tr>
<td>FFA Company Secretary confirms receipt to nominator and receipt of the director nomination and advises that it will be submitted to the FFA Nominations Committee for evaluation</td>
<td>Free from any interest and any relationship which could, or could reasonably be perceived to, materially interfere with the candidate's ability to act in the best interests of FFA and Australian football</td>
</tr>
<tr>
<td>Nominations Committee confirms nomination by assessing nominees evidenced and demonstrated qualifications and experience against established Qualifying Criteria and Core Competencies. If successful, the Nominations Committee shall advise the FFA Company Secretary to include the nominees candidate for the Notice of Members. (If unsuccessful, the Nominations Committee shall advise where the application has failed)</td>
<td></td>
</tr>
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</table>

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<thead>
<tr>
<th>CAN DEMONSTRATE</th>
<th>CORE COMPETENCIES</th>
</tr>
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<tbody>
<tr>
<td>Commitment to developing policies and strategies for football generally throughout Australia</td>
<td>Demonstrated leadership at a senior level in an environment compatible with the requirements of FFA</td>
</tr>
<tr>
<td>Demonstrated understanding and appreciation of the duties and responsibilities of the role of Director demonstrated by membership of the Australian Institute of Company Directors, relevant education or experience serving on or working with other Boards of Directors</td>
<td>Demonstrated commitment to strong governance principles and an understanding and appreciation of the role of Director demonstrated by membership of the Australian Institute of Company Directors, relevant education or experience serving on or working with other Boards of Directors</td>
</tr>
<tr>
<td>A commitment to and record of ethical behaviour including not having been the subject of an adverse finding or the current subject of an inquiry or investigation by any statutory, regulatory or law enforcement authority or agency, including a disciplinary body of FFA, the AFA, or any state member body relating to any serious ethical matter</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MUST POSSESS</th>
<th>MUST POSSESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal qualifications (LLB or equivalent)</td>
<td>Accounting/finance qualifications (CA, CPA, CFA or equivalent)</td>
</tr>
<tr>
<td>Knowledge or experience of elite football through experience as a player, coach or official at National Premier League level or above</td>
<td>Exceptional governance and/or administrative experience in football (or other elite professional sport)</td>
</tr>
</tbody>
</table>

| Business experience and/or qualifications (MBA or senior management experience) | Technology experience and/or qualifications (IT, Technology degree, CIO or equivalent position) |
| Marketing and/or communications experience at a senior level | Government relations or international relations experience at a senior level |
### MF CONGRESS & GOVERNANCE

<table>
<thead>
<tr>
<th>Member Federation</th>
<th>Victoria</th>
<th>NNSW</th>
<th>SA</th>
<th>ACT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Type</strong></td>
<td>Incorporated Association</td>
<td>Company Limited by Guarantee</td>
<td>Incorporated Association</td>
<td>Company Limited by Guarantee</td>
</tr>
<tr>
<td><strong>Name of Chair</strong></td>
<td>Simon Talabos</td>
<td>Bill Walker</td>
<td>Sam Cinciarne</td>
<td>Mark Satheridge</td>
</tr>
<tr>
<td><strong>Constitution</strong></td>
<td>2008</td>
<td>Dec-10</td>
<td>2013</td>
<td>2017</td>
</tr>
<tr>
<td><strong>Approved by FFA (Yes/No)</strong></td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td><strong>Comments</strong></td>
<td>Under review by Members &amp; Board joint committee - FFA aware</td>
<td>Need of broad updating - awaiting outcome of FFA Congress reforms</td>
<td>Governance Review underway (to include apply outcomes from FFA Governance issues)</td>
<td>Under review by Members &amp; Board joint committee - FFA aware</td>
</tr>
<tr>
<td><strong>Number of Directors</strong></td>
<td>6 of 8</td>
<td>6</td>
<td>9</td>
<td>7</td>
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<tr>
<td><strong>Elected/Appointed</strong></td>
<td>6/2</td>
<td>6/2</td>
<td>6 and 2</td>
<td>6/2</td>
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<tr>
<td><strong>Male/Female Directors Ratio</strong></td>
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<td>6 and 2</td>
<td>6/2</td>
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<tr>
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<td>6/2</td>
<td>6/2</td>
<td>6 and 2</td>
<td>6/2</td>
</tr>
<tr>
<td><strong>Chair Elected by</strong></td>
<td>Congress Board</td>
<td>Board</td>
<td>Board</td>
<td>Board</td>
</tr>
<tr>
<td><strong>Meetings per year</strong></td>
<td>8</td>
<td>7</td>
<td>11</td>
<td>8</td>
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### MEMBER FEDERATION CONGRESS

<table>
<thead>
<tr>
<th>Member Federation</th>
<th>Number of Voting Members</th>
<th>Geographical Representation</th>
<th>Standing Committees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Victoria</td>
<td>39</td>
<td>24 (2 reps for each of 12 zones)</td>
<td>5 3 5 4</td>
</tr>
<tr>
<td>NNSW</td>
<td>10</td>
<td>7 Zones and 3 SC’s</td>
<td>5 3 5 4</td>
</tr>
<tr>
<td>SA</td>
<td>13</td>
<td>5 x SC Chairs, 8 a Region Rep</td>
<td>5 3 5 4</td>
</tr>
<tr>
<td>ACT</td>
<td>12</td>
<td>8 Zone Reps (4 from each of the North and South Zone)</td>
<td>5 3 5 4</td>
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### STANDING COMMITTEES

<table>
<thead>
<tr>
<th>Member Federation</th>
<th>National Premier Leagues</th>
<th>Men's State League</th>
<th>Amateur/Social</th>
<th>Women's</th>
<th>Referees</th>
<th>Coaches</th>
<th>Futsal</th>
<th>Other</th>
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<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>M&amp;W &amp; Futsal</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>NNSW</td>
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<td>No</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SA</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Male &amp; Social</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>ACT</td>
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<td>Yes</td>
<td>No</td>
<td></td>
<td></td>
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<td>Tasmania</td>
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<td>No</td>
<td>Yes</td>
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<td></td>
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<td>WA</td>
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<td>Yes</td>
<td>Yes</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NSW</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NT</td>
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<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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### ANNEXURE 10 - Member Federations supplied combined matrix - Congress and Governance

Member Federation Structure as at 18 June 2018 as collated and supplied by the Member Federations.

<table>
<thead>
<tr>
<th>Member Federation</th>
<th>Name of Chair</th>
<th>Type</th>
<th>Last Updated</th>
<th>Constitution</th>
<th>Approved by FFA (Yes/No)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Victoria</td>
<td>Simon Talabos</td>
<td>Incorporated Association</td>
<td>2008</td>
<td>Under review by Members &amp; Board joint committee - FFA aware</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>NNSW</td>
<td>Bill Walker</td>
<td>Company Limited by Guarantee</td>
<td>Dec-10</td>
<td>Need of broad updating - awaiting outcome of FFA Congress reforms</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>SA</td>
<td>Sam Cinciarne</td>
<td>Incorporated Association</td>
<td>2013</td>
<td>Governance Review underway (to include apply outcomes from FFA Governance issues)</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>ACT</td>
<td>Mark Satheridge</td>
<td>Company Limited by Guarantee</td>
<td>2017</td>
<td>Under review by Members &amp; Board joint committee - FFA aware</td>
<td>Yes</td>
<td></td>
</tr>
</tbody>
</table>

---

### Victoria

- **Structure**: 6 of 8
- **Elected/Appointed**: 6/2
- **Male/Female Directors Ratio**: 3 male : 3 female
- **Chair Elected by**: Congress Board
- **Meetings per year**: 8

### NNSW

- **Structure**: 6
- **Elected/Appointed**: 6/2
- **Male/Female Directors Ratio**: 6/2
- **Chair Elected by**: Board
- **Meetings per year**: 7

### SA

- **Structure**: 9
- **Elected/Appointed**: 6 and 2
- **Male/Female Directors Ratio**: 6 and 2
- **Chair Elected by**: Board
- **Meetings per year**: 11

### ACT

- **Structure**: 7
- **Elected/Appointed**: 6/2
- **Male/Female Directors Ratio**: 6/2
- **Chair Elected by**: Board
- **Meetings per year**: 8

---

### Member Federation Structure as at 18 June 2018 as collated and supplied by the Member Federations.

- **Membership**: 3 male, 3 female
- **Meetings per year**: 4 and 2
- **Male/Female Directors Ratio**: 5 and 1
- **Chair Elected by**: Elected/Appointed
- **Number of Directors**: 6 of 8

---

### Other

- **Members**: 6 and 2
- **Standing Committees**: 5 3 5 4

---

### Tasmania

- **Name of Chair**: Bob Gordon
- **Type**: Company Limited by Guarantee
- **Last Updated**: Dec-10
- **Constitution**: The Constitution needs to be broadly updated in line with recent NT Licensing changes.
- **Comments**: None at present

---

### WA

- **Name of Chair**: John Tucker
- **Type**: Company Limited by Guarantee
- **Last Updated**: Oct-09
- **Constitution**: None at present
- **Comments**: Requires structural changes. Pending FFA model.

---

### NSW

- **Name of Chair**: Stuart Kenny
- **Type**: Company Limited by Guarantee
- **Last Updated**: Mar-17
- **Constitution**: Resolved unanimously by Congress
- **Comments**: None at present

---

### NT

- **Name of Chair**: Kimon Taliadoros
- **Type**: Incorporated, Not for Profit
- **Last Updated**: May-16
- **Constitution**: None at present
- **Comments**: None at present
<table>
<thead>
<tr>
<th>Victoria</th>
<th>NNSW</th>
<th>SA</th>
<th>ACT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Basic Description</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Zones</td>
<td>8</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>Number of Associations</td>
<td>3</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Total number of Clubs</td>
<td>236</td>
<td>224</td>
<td>228</td>
</tr>
<tr>
<td>Estimated Total</td>
<td>255,930</td>
<td>91,000</td>
<td>31,000</td>
</tr>
<tr>
<td>Registered (NRF paying)</td>
<td>72,000</td>
<td>61,800</td>
<td>30,000</td>
</tr>
<tr>
<td>Male/Female split</td>
<td>80/18</td>
<td>77/22</td>
<td>80/30</td>
</tr>
<tr>
<td><strong>Finances (for 2017)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Turnover</td>
<td>$1.8 million</td>
<td>$6.6m</td>
<td>$5m</td>
</tr>
<tr>
<td>Surplus/Deficit</td>
<td>$1 million</td>
<td>$107,000</td>
<td>$100k</td>
</tr>
<tr>
<td>Accumulated Funds</td>
<td>$4 million</td>
<td>13.6 million</td>
<td>$118,889</td>
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<tr>
<td><strong>State League (semi-professional)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Premier Leagues - men’s</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Number of Divisions</td>
<td>2</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Number of Clubs</td>
<td>34</td>
<td>11</td>
<td>36</td>
</tr>
<tr>
<td>Ages</td>
<td>Under 12-16, 18s, 20s and 1st</td>
<td>13, 14, 15, 16, 18, 20 and 1st</td>
<td>U18-U17, U18 Reserves &amp; Seniors</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tasmania</th>
<th>WA</th>
<th>NSW</th>
<th>Qld</th>
<th>NT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Basic Description</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Zones</td>
<td>1</td>
<td>18</td>
<td>Yes</td>
<td>2</td>
</tr>
<tr>
<td>Number of Associations</td>
<td>23</td>
<td>32</td>
<td>None</td>
<td>0</td>
</tr>
<tr>
<td>Total number of Clubs</td>
<td>246</td>
<td>720</td>
<td>300</td>
<td>10 plus affiliates</td>
</tr>
<tr>
<td>Estimated Total</td>
<td>24,300</td>
<td>196,600</td>
<td>235,308</td>
<td>69,680</td>
</tr>
<tr>
<td>Registered (NRF paying)</td>
<td>12,144</td>
<td>44,000</td>
<td>235,308</td>
<td>69,680</td>
</tr>
<tr>
<td><strong>State League (semi-professional)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Premier Leagues - men’s</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Number of Divisions</td>
<td>One</td>
<td>One</td>
<td>Three</td>
<td>One</td>
</tr>
<tr>
<td>Number of Clubs</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Ages</td>
<td>Under 12-16, 18s, 20s and 1st</td>
<td>Under 13-16, 18s, 20s and 1st</td>
<td>Under 13-16, 18s, 20s and 1st</td>
<td>Under 13-16, 18s, 20s and 1st</td>
</tr>
</tbody>
</table>

| **MF Competitions - Women** | | | | |
| National Premier Leagues - women’s | Yes | No | Yes | Yes |
| Number of Divisions | One | N/A | Two | One |
| Number of Clubs | 4 | N/A | 24 | N/A |
| Ages | U13, 15, 18, and seniors | U16, 15, 17, Reserve Grade 1st Grade |
| **List of other competitions run** | | | | |
| WSL in transition to NPLW | No | Yes | Yes | No |
| NIL | One | Two | One | No |
| U13, 15, 17, Reserve Grade 1st Grade | 24 | U15, U17, and open | No | No |
| **HAL/WWL Teams** | | | | |
| Name of HAL Club | Perth Glory & Melb City | Newcastle Jets | AUTC | N/A |
| HAL club participates at Senior level | Yes | Yes | All | No |
| HAL team participates at Junior level | No | Yes | None | No |
| Name of WWL Club | Perth Glory & Melb City | Newcastle Jets | AUTC | N/A |
| WWL club participates at Senior level | No | Yes | None | No |
| WWL team participates at Junior level | No | Yes | None | No |
FFA Women's Committee Terms of Reference

6. FUNCTIONS OF THE WOMEN'S COMMITTEE

6.1 The functions of the WC are to:

(a) Determine strategic policy for, and monitor the implementation of, the development of Women's Football to ensure alignment with the FFA Strategy after consideration of recommendations from FFA management. Policy matters to be referred by FFA management and considered by the Committee include:

Westfield W-League Development

(i) Structures, licensing, club relationships & responsibilities, and player issues,

(ii) Marketing and promotion, including fan base growth, match day experience, conversion of participants to fans, match attendances and brand development,

(iii) Media distribution, including TV, online, and social media,

(iv) Sponsorship and commercialisation,

(v) Professionalisation.

National Teams Development

(vi) Marketing, promotion and brand development,

(vii) Hosting (e.g. home matches & international tournaments),

(viii) Supporter base growth, including merchandising,

(ix) Media coverage and distribution, including TV, online, and social media

(x) Professionalisation.

Grassroots

(xi) Marketing / promotion and the removal of barriers to participation for women and girls, regardless of age, ability, etc, across all participation roles, including playing, coaching, refereeing, etc.

(xii) Policies to ensure that grassroots football is as accessible to girls as it is to boys, and to raise awareness of the benefits of accessibility among grassroots stakeholders.

Gender Equality and Inclusion

(xiii) Policies related to the achievement of gender equality and inclusion in all aspects of football, such as accessibility and resourcing of football participation, equal opportunity in technical roles, and representation in decision-making (including governance).

(xiv) Promotion of dialogue and awareness in the Australian football community regarding gender equality and its benefits.

(xv) Ensure the inclusion of female demographics in the growth of fan base for football.

(b) Provide advice and recommendations on Women's Football strategic matters to ensure alignment with and support delivery of the FFA Strategy in the areas outlined in 6.1 above,
### ANNEXURE 12 - Standing Committees Matrix

<table>
<thead>
<tr>
<th>COMMITTEE</th>
<th>INSTITUTION</th>
<th>TYPE</th>
<th>ROLE</th>
<th>SENIOR PRINCIPLES</th>
<th>CONGRESS VOTE</th>
<th>CHAIR</th>
<th>PFP MEMBERS</th>
<th>CLUB MEMBERS</th>
<th>FFA MEMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMPLIANCE</strong></td>
<td>FFA</td>
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<td>N/A</td>
<td>N/A</td>
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<td><strong>NOMINATIONS</strong></td>
<td>FFA</td>
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<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>GRASSROOTS &amp; COMMUNITY FOOTBALL</strong></td>
<td>FFA</td>
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<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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*FFA: Football Federation Australia

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### RECOMMENDATIONS

- **Induction of Senior Coaches**
- **Evaluation of Referee Programs**
- **Stadium Security**
- **Player Development**
- **Financial Management**
- **Government Reporting**
- **Health and Safety**
- **Environment & Sustainability**

---

**Additional Notes**

- **Inward facing**
- **Outward facing**
- **Inward facing**
## Annexure 13 - Congress Membership Model

### Initial Congress of 55/28/7/10

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<th>Players</th>
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### Initial Women's Council of 10 - 3/3/3/1

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### Women's Council Members evolve to 3/1/3/3

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### SIGs dilute entire Congress

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### FFA Congress Reboot after SIG 3

### Notional allocation of Women's Football votes

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### Model assumptions

- Each new congresses vote 80% of the FFA new member pathway or SIG pathway see annexure 8
- Model assumes pathway to alternative A-League governance model

### Notes

- The FFA has committed to the current congress voting structure contingent upon the congressional balance achieving a cohesive and unified passage of the entire CRWG governance model through the existing FFA congress.

- It should be noted that the FFA Board is not in agreement with the CRWG’s proposed Congress membership changes.
## ANNEXURE 14 - List of NPL Clubs kindly supplied by the AAFC

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28 July 2018

Mr Steven Lowy AM
Chairman
Football Federation Australia

By Email: kerri.lock@ffa.com

Dear Mr Lowy,

Congress Review Working Group ("CRWG")

Thank you for sharing your letter to Judith Griggs with the balance of the Congress Review Working Group.

The PFA acknowledges that, whilst the positions taken within your letter differs from those positions taken by the players, our respective intentions are anchored in the best interests of football in Australia.

To this end, I would like to outline my experience as having been a member of the CRWG.

The opportunity to have worked closely with officials drawn from the Member Federations and the professional clubs - as well as the FFA board - has been unique, valuable and energising. Much of the PFA’s work has, historically, been through its own lens. Through this process, we have been incredibly fortunate to have built empathy with our fellow stakeholders and have certainly developed a regard, respect and understanding for their respective challenges that would previously have been impossible.

As the CRWG process inevitably draws to an end, we each leave it richer for the perspective we have built into areas of the game we sadly knew too little about.

As Chairman of the Board, and acknowledging the fiduciary duties inherent in that position, I wish to note for the record the pride I have had in having worked with such exceptional people across our sport – from FFA, to clubs, to member federations, to special interest groups - who have each approached their task with absolute fidelity and generally in a manner that did great credit to the sport in this country. Notwithstanding the different views on the particulars of the governance model, the goodwill is something that we as a sport, and you as a Board, can all be proud of and augurs well for our collective future.

If you would like to discuss any matter relevant to this further, please do not hesitate to contact me.

Yours faithfully,

PROFESSIONAL FOOTBALLERS AUSTRALIA INC

John Didulica
Chief Executive

Tel: + 61 (0) 408 390 866
E: john@pfa.net.au

cc. Members & Chair of the Congress Review Working Group
ANNEXURE 16 - Acknowledgements

The CRWG wishes to formally acknowledge and thank the following individuals for their time and contribution to the work of the CRWG between 4 June and 31 July 2018

Women Onside
- Maria Berry
- Nicki Bowman
- Jeanette Jones
- Catherine Ordway
- Heather Reid AM

Asian Football Confederation
- Ravi Kumar, Director, Member Associations & International Relations, AFC

APFCA
- Greg Griffin, Chairman and CEO, APFCA
- Simon Pearce, Vice Chairman, Melbourne City, APFCA Member

AAFC / NPL Clubs
- Rabieh Krayem, President
- Nick Galatas, Legal Counsel

Australian Sports Commission
- Kate Palmer, CEO
- James Ceely, Deputy General Manager, Sport Business and Strategic Partnerships

FIFA
- Nodar Akhalkatsi, Executive Director, Secretary General Division of FIFA
- Luca Nicola, Head of Member Associations Governance Services, Secretary General Division of FIFA

Football Coaches Australia
- James Kitching
- Glenn Warry

ACT Football Federation Incorporated
- Mark O’Neill, President

Football Federation Australia (FFA)
- Steven Lowy AM, Chairman
- Chris Nikou, FFA Board Member
- Kelly Bayer Rosmarin, FFA Board Member
- David Gallop AM, CEO
- Tim Holden, Head of Legal, Business Affairs and Integrity
- Emma Highwood, Head of Community, Football Development and Women’s Football

John Kent, Head of Communications and Corporate Affairs
Jo Setright, FFA Secretary

Football NSW Limited
- Anter Isaac, President

Northern NSW Football Limited
- Bill Walker, President

Football Federation Northern Territory
- Stuart Kenny, President

Football Queensland Limited
- Glenn Smith, President

Football Referees Australia
- Strebre Delovski

Football Federation South Australia
- Sam Ciccarello, President

Football Supporters Australia
- Pablo Bateson, Interim Chairman

Football Federation Tasmania
- Bob Gordon, President

Football Federation Victoria
- Kimon Taliadoros, President

Football West
- Liam Twigger, President

Foxtel
- Patrick Delany, CEO

Fox Sports
- Peter Campbell, CEO

Moya Dodd
- Member, AFC Executive Committee and former Director, Football Federation Australia (2007 – 2017), former Member, FIFA Executive Committee (2013 – 2016)

Professional Footballers Australia
- John Didulica, Chief Executive
- Kathryn Gill, Deputy Chief Executive