



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

July 2018

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01	<b>Foreword by the Chair</b>
<p>7 weeks is not a lot of time...</p> <p>That is the period within which the CRWG has produced the great work in this report.</p> <p>It is testament to the hard work and commitment of each of the CRWG member representatives.</p> <p>The recommendations in this report are supported by the Member Federations within Australia who represent over 80% of the registered players in this country.</p> <p>Those recommendations are also supported by the A-League Clubs through APFCA</p> <p>The recommendations are also supported by the PFA.</p> <p>The recommendations for a new Congress constituted Women's Council will be widely supported.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Only days earlier, the Socceroos game had received a record number of viewers with a 12.6 million average audience in France for the France-Australia game – 'said to be not only the largest audience for any TV programme in France this year, but last year as well.'</p> <p>Such is the power of a nation's pride and live sport ...</p> <p>Since then, time has moved on. Our nation's men's team has returned home and France is the 2018 FIFA World Cup winner.</p> <p>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.</p> <p>The coach of Mexico was reported as saying the following:-</p> <p><b><i>"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."</i></b></p>	

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.

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Acknowledgements

This report is the result of many individuals coming together in a unified way to find solutions, agree compromises and put forward new proposals for the benefit of the football family of Australia within the mandate and terms of reference given to the Congress Review Working Group.

At the outset, I would like to acknowledge and thank the Members of the Congress Review Working Group’s appointed representatives. The time, positive energy and hard work given and undertaken by each of them over the past 7 weeks has been singularly impressive, especially having to balance their own work and commitments in their family and personal lives as well as international travel and multiple time zones.

Their combined commitment represents all that is good within, and for the benefit of, the football family of Australia and it has been a pleasure to work with them. They are as follows:

ORGANISATION	NAME
<b>Football Federation Australia Limited</b> (1 CRWG representative)	<b>Chris Nikou</b> (FFA CRWG Representative) FFA Board Director  (alternate) <b>Kelly Bayer Rosmarin</b> FFA Board Director
<b>Member Federations</b> (4 CRWG representatives)	<b>Kimon Taliadoros</b> (MFs CRWG Representative) President Football Federation Victoria  <b>Anter Isaac</b> (MFs CRWG Representative) President Football NSW Limited  <b>Sam Ciccarello</b> (MFs CRWG Representative) President Football Federation South Australia  <b>Liam Twigger</b> (MFs CRWG Representative) President Football West Limited

ORGANISATION	NAME
Member Federations	<b>Mark O'Neill</b> President ACT Football Federation Incorporated
	<b>Stuart Kenny</b> President Football Federation Northern Territory Incorporated
	<b>Bob Gordon</b> President Football Federation Tasmania Limited
	<b>Bill Walker</b> President Northern NSW Football Limited
	<b>Glenn Smith</b> President Football Queensland Limited
Australian Professional Football Clubs Association (2 CRWG representatives)	<b>Simon Pearce</b> (APFCA Representative)  <b>Greg Griffin</b> (APFCA Representative)
Professional Footballers Australia (1 CRWG representative)	<b>John Didulica</b> (PFA Representative) Chief Executive  (alternate) <b>Kathryn Gill</b> Deputy Chief Executive
Women Onside	Maria Berry
	Nicki Bowman
	Jeanette Jones
	Catherine Ordway
	Heather Reid AM
Association of Australian Football Clubs Inc	Rabieh Krayem
	Nick Galatas

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.







### 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 FIFA and the AFC accordingly.

Judith Griggs

Chair

Congress Review Working Group

31/07/2018

Kimon Taliadoros  
Football Federation Victoria

Sam Ciccarello  
Football Federation SA

Anter Isaac  
Football NSW Limited

Liam Twigger  
Football West Limited

Simon Pearce  
APFCA Representative

Greg Griffin  
APFCA Representative

John Didulica  
Professional Footballers Australia

Chris Nikou  
FFA Board Representative



## 02

### 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

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The Governance Landscape of Football in Australia

Football in Australia is governed by Football Federation of Australia Limited (FFA) (ACN 106478068) a company limited by guarantee and formed under Australian corporations law.

FFA is a member association of the Federation Internationale de Football Association (FIFA), the world governing body of football, and the Asian Football Confederation (AFC), and in that capacity represents the interests of Australian football to the AFC and FIFA.

As the governing body for football in Australia, FFA is responsible for the organisation, promotion and administration of football in Australia, including the A-League, W-League and Y-League. The Constitutional objects of FFA are set out in article 2.1 of the Constitution and are as follows:

- (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:
  - (i) regulating Football in Australia;
  - (ii) deciding and settling all differences that arise between any of the following: State Bodies, Football Leagues, Standing Committees and FFA; and
  - (iii) 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:
  - (i) advertising in the press, on television and radio and by circular;
  - (ii) controlling the rights to photograph or make films or other visual reproductions of the games controlled by FFA;
  - (iii) publishing books, programs, brochures and periodicals; and
  - (iv) 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 FFA, 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;
  - (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 003 215 923);
  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.”



## 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 Club/s 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.

05





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:

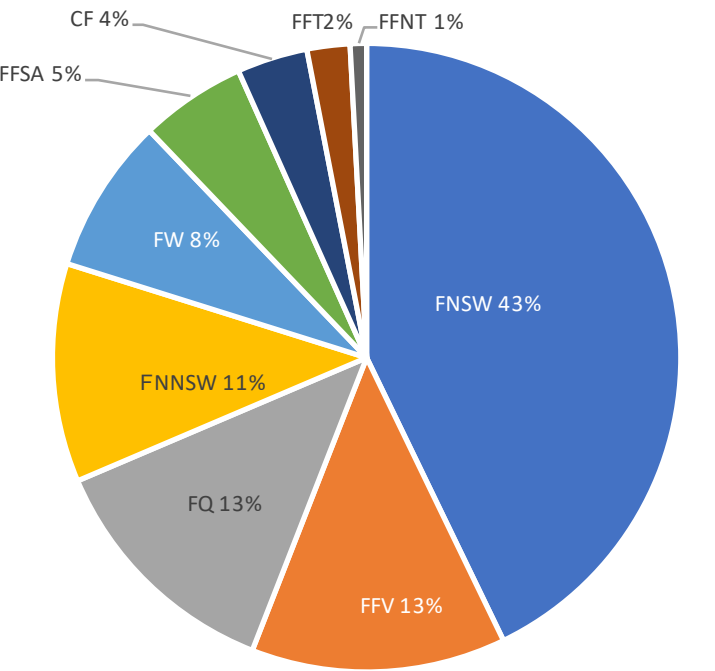
- |  |   |
|--|---|
| - Type of Association  | - Referees                              |
| - Name of the Chair  | - Coaches                               |
| - When its Constitution was last updated                     | - Futsal                                |
| - Whether its Constitution has been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

Registered Players by Member Federation



■ FNSW ■ FFV ■ FQ ■ FNNSW ■ FW ■ FFSA ■ CF ■ FFT ■ FFNT

Registered Players		
Federation	Total	%
FNSW	253,308	43%
FFV	72,000	13%
FQ	69,580	13%
FNNSW	61,800	11%
FW	44,000	8%
FFSA	30,000	5%
CF	20,000	4%
FFT	12,144	2%
FFNT	4,628	1%
Total	549,460	100%

data kindly supplied by the Member Federations

06

APFCA - Overview

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.

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



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 PFA.

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.”



07

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 - nee 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.



### 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' 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.

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".



### 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 PFA 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”.

09

The CRWG looked extensively at designing an optimal pathway to achieve the ideal governance model for the A-League and in doing so was cognisant of its obligations to FIFA Statute Article 15j and in particular to gender equality. As a result the W-League should necessarily form part of the recommendations of the CRWG in relation to League governance reform.

Indeed, it is the view of the CRWG that the A-League, W-League and National Youth League (NYL) are inextricably linked and that the needs of one should not be considered without the others. The CRWG members noted that eight out of ten A-League clubs compete in all three competitions and an even higher nine out of ten compete in the National Youth League (NYL).





Women and Football

10

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 PFA) 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 group/s 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.







Photo courtesy of Sharon Woodward

### 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

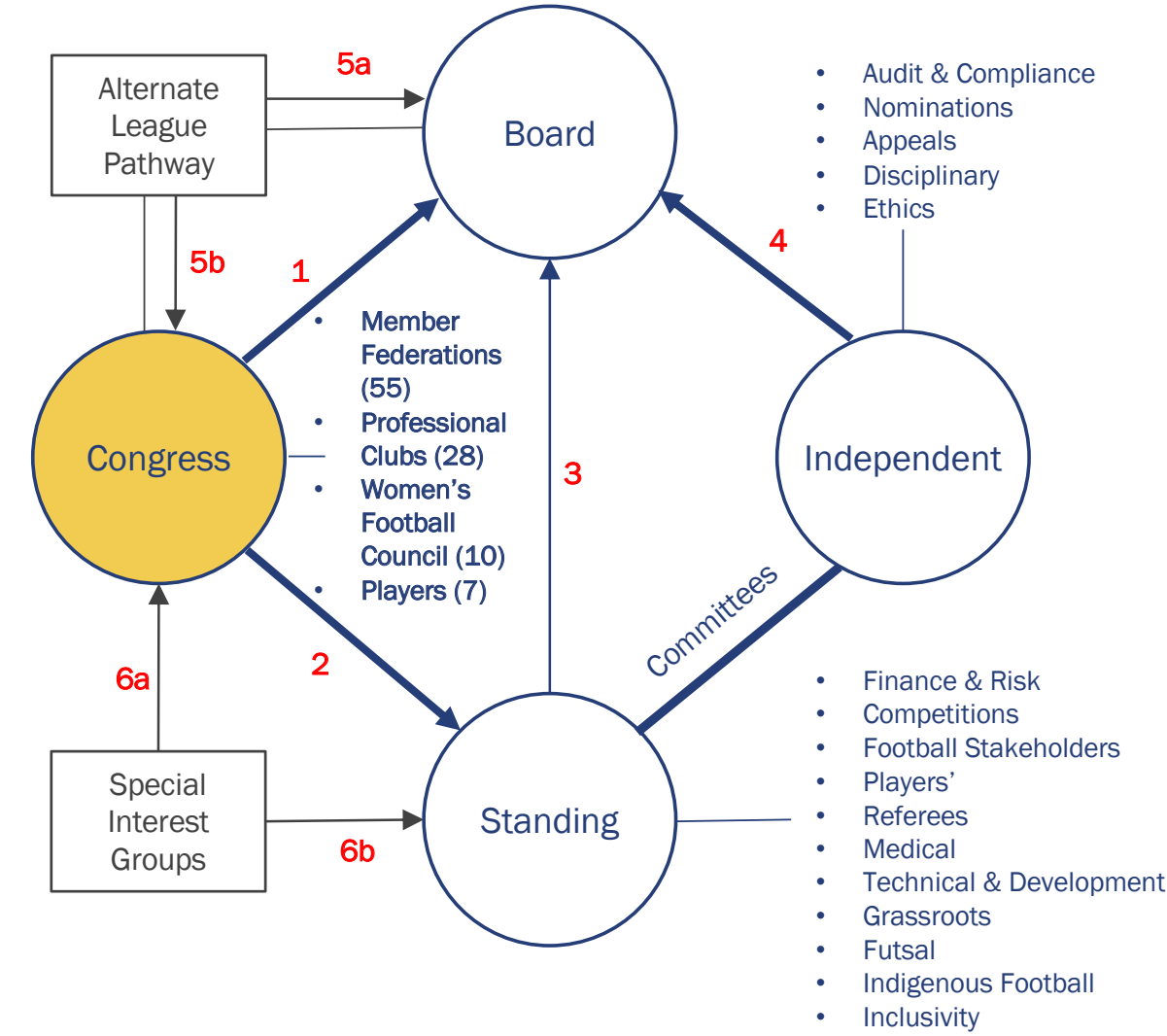
- (13) Technical & Development
- (14) Grassroots & Community Football
- (15) Futsal
- (16) Indigenous Football
- (17) Inclusivity Football (universality, athletes with disabilities, walking football)

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.



CRWG Congress Review Diagram



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



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

14

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.

Stakeholder Group	Current Congress Model	New Congress Model (broader and more balanced representation of stakeholders in line with FIFA Statutes)	
		Votes	Members
Member Federations	9	55	9 members
Clubs*	1	28	9 members (currently)
PFA	Not currently represented on Congress	7	1 member
Women’s Council	Not currently represented on Congress	10	10 members 1 x Independent Chair via Nominations Committee 3 x nominated by Mem. Federations 3 x nominated by the Clubs 3 x nominated by PFA  The functions and responsibilities of the Women’s Football Council would be approved by Congress and constituted into the FFA Statutes
NPL Clubs**	Not currently represented on Congress	See the ‘FFA New Member Pathway’ to Congress membership (annexure 8)	
*New A-League Entities	Not currently represented on Congress	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	
Other SIGS**	Not currently represented on Congress	FFA New Member Pathway to Congress membership (see Annexure 8 for specific criteria and governance) 2 per SIG added to Congress total votes** 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:

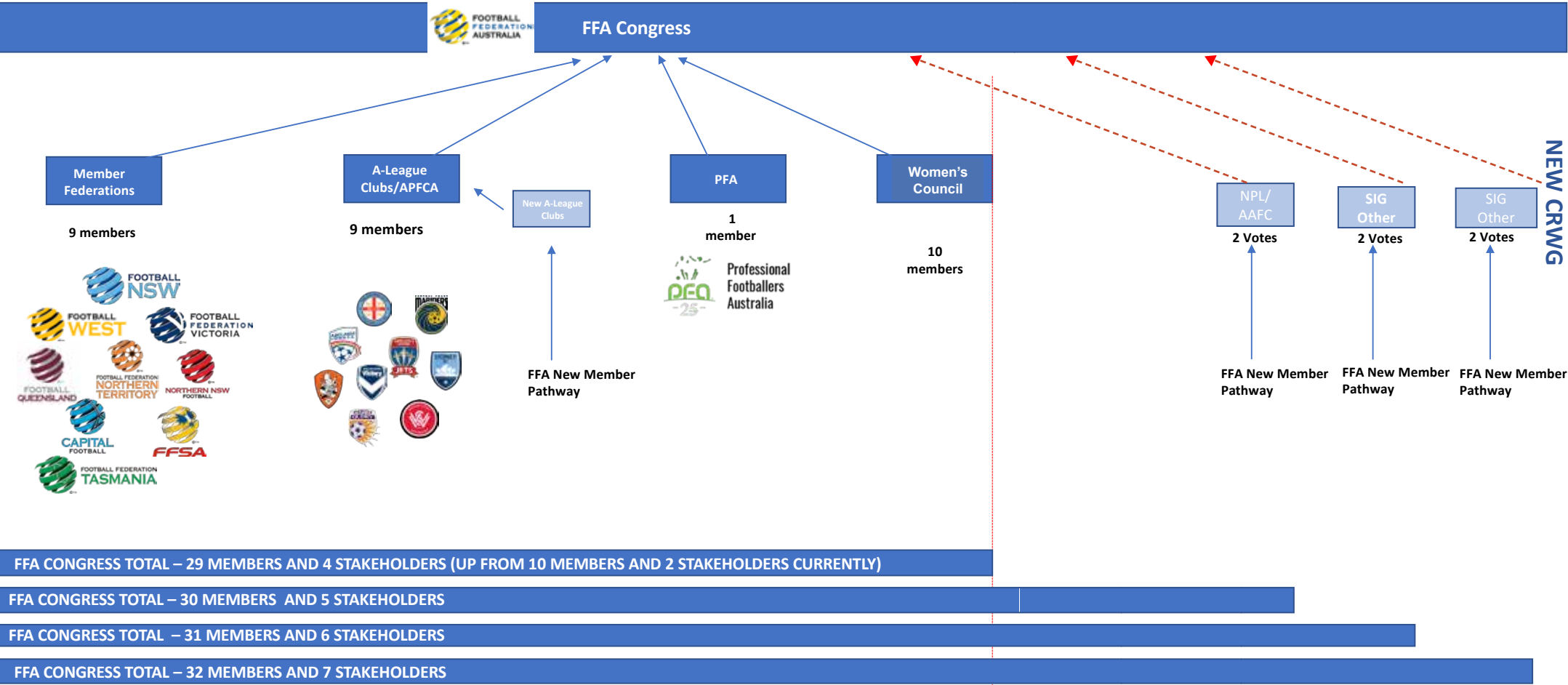
**‘Member Stakeholder Group’** means a Special Interest Group or other category of football discipline or interest which has become a full FFA Member in accordance with, and by way of, the New Member Pathway.

**‘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 Statues 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 (GPFRs) 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 in 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 PFA 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, PFA, 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.

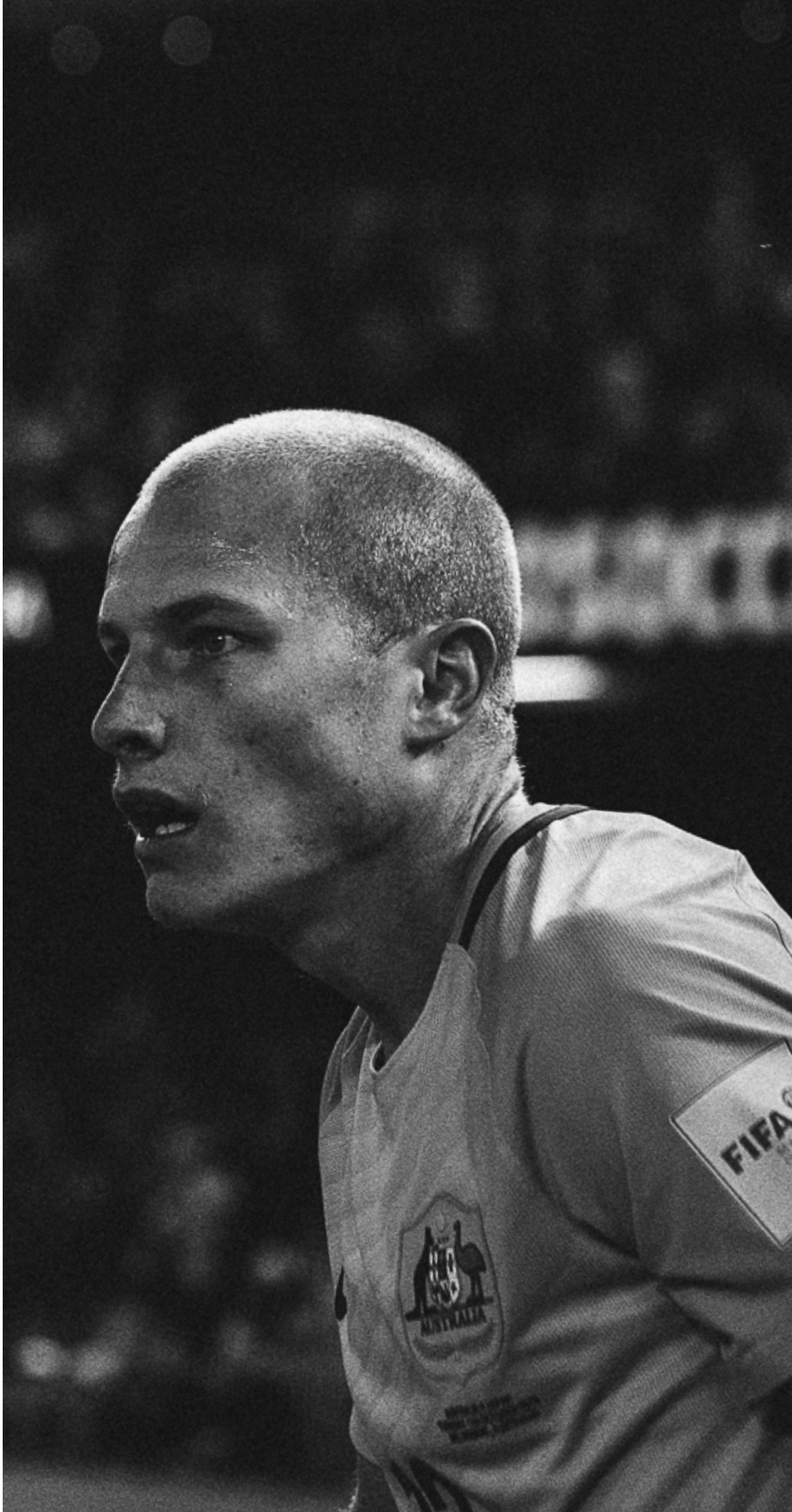
The APFCA and PFA CRWG Members have agreed in principle that the meeting of Congress that would consider that Special Resolution would not be attended by APFCA FFA Members nor by PFA FFA Members and that a quorum would be achieved through the attendance of Member Federation FFA Members as well as the 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;



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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:	
<ul style="list-style-type: none"><li>o Adelaide United Football Club Pty Limited (ACN 136 768 539)</li><li>o Brisbane Roar Football Club Pty Limited (ACN 136 768 566)</li><li>o Central Coast Mariners FC Pty Ltd (ACN 111 321 674)</li><li>o Melbourne City FC Pty Ltd (ACN 128 569 264)</li><li>o Melbourne Victory Ltd (ACN 111 441 868)</li><li>o Newcastle Jets Club Pty Limited (ACN 602 270 664)</li><li>o Okewood Pty Ltd (ACN 053 910 133)</li><li>o Sydney Football Club Pty Ltd (ACN 110 877 668)</li><li>o Welnix GP Limited (company number 352 263 2)</li><li>o Western Sydney Wanderers FC Pty Ltd (ACN 156 634 016)</li></ul>	
“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 PFA from time to time;	
“Crawford Report” means the report by David Crawford entitled “Report of the Independent Soccer Review committee into the Structure, Governance and Management of Soccer in Australia” dated April 2003;	
“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 27 April 2016, 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;	

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“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:	
<ul style="list-style-type: none"><li>o Football Queensland Limited (ACN 063 925 333)</li><li>o Football Federation Northern Territory Incorporated (ABN 83 203 386 861)</li><li>o Football NSW Limited (ACN 003 215 923)</li><li>o Northern NSW Football Limited (ACN 001 887 467)</li><li>o Football Federation Tasmania Ltd (ACN 067 682 044)</li><li>o Football Federation South Australia (ABN 70 315 069 301)</li><li>o Football West Limited (ACN 109 919 324)</li><li>o Football Federation Victoria (ABN 97 592 993 965)</li><li>o ACT Football Federation Incorporated (ABN 16 413 452 268)</li></ul>	
“New A-League Entities” means an entity which participates in the A-League from time to time in 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 (APFCA): | 2 representatives |
| - Professional Footballers Australia (PFA):                  | 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.



FIFA and AFC representatives shall observe whenever possible the meetings of the CRWG, including through video links.

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 let. j).

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 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 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.

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 Holden 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 to a FFA Special General Meeting by no later than 7 September 2018.

## CONGRESS REVIEW WORKING GROUP

### CONFIDENTIAL WORKING PROTOCOL AGREEMENT

VERSION 1.0 – ISSUED 12 JUNE 2018

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 as nominated or appointed pursuant to the CRWG mandate and terms of reference.

#### CRWG MANDATE AND TERMS OF REFERENCE

The mandate and terms of reference as 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 ensures a broader and more balanced representation of stakeholders in line with the requirements of the FIFA Statutes, in particular its art 15j)"*

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 terms of reference also states that 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 any 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."

#### COMPOSITION OF THE CRWG

	Name	Email
CRWG Chair	Ms Judith Griggs	Contact through the CRWG Secretariat
CRWG Secretariat	Mr Tim Holden	Tim.Holden@ffa.com.au
Football Federation Australia Limited (1 representative)	Mr Chris Nikou	Chris.Nikou@kigates.com
Member Federations (4 representatives)	Mr Anter Isaac	anter@kleinmannwang.com
	Mr Liam Twigger	Liam@pcfcapital.com.au
	Mr Kimon Taliadoros	kimon.taliadoros@gmail.com
	Mr Sam Ciccarello	sam.ciccarello@adam.com.au
Australian Professional Football Club Association (2 representatives)	Mr Greg Griffin	GGriffin@griffins.com.au
	Mr Simon Pearce	simon.pearce@eaa.gov.ae
Professional Footballers Australia (1 representative)	Mr John Didiluca	john@pfa.net.au

#### 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 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 2018 (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 fit.

#### CONFIDENTIALITY AND TABLING OF DOCUMENTS

1. The CRWG Chair, 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 each agree as a condition of their participation in the CRWG that 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
  - c. to external legal advisers, on the basis that such external legal advisers agree to treat document as confidential (and provided that the CRWG Chair is notified in advance of whom and what documents as well as the reason); or
  - 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 via the CRWG Secretariat 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 and 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, approvals and authorisations of any kind from the owners, licensors, licensees or authors of any information, data or images contained in the documents or information as may be necessary to enable the documentation and information contained therein to be circulated as set out in 4(a) above.

**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 Members' representatives shall be responsible for their own costs and arrangements in relation to their work and involvement in the CRWG. **AMENDMENTS AND REVISIONS**


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

**AGREEMENT**

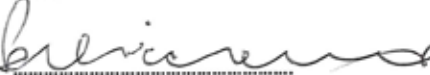
By signing a copy of this document, the CRWG Chair, CRWG Secretariat, each CRWG Members' representative (for themselves and on behalf of the CRWG Members that they represent with full power to bind) agrees to respect and abide by the abovementioned working protocols in relation to the mandate of the CRWG and their participation in the CRWG.

  
Judith Griggs  
Chair  
Congress Review Working Group

12 June 2018



Kimon Taliadoros  
Member Federation Representative  
Date:



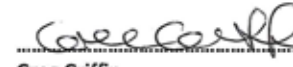
Sam Ciccarello  
Member Federation Representative  
Date:



Anter Isaac  
Member Federation Representative  
Date: 12/6/2018

Liam Twigger confirmed his agreement by email on that day


.....  
Liam Twigger  
Member Federation Representative  
Date:



Greg Griffin  
APFCA Representative  
Date: 12/6/18.



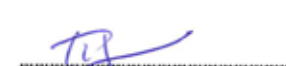
Simon Pearce  
APFCA Representative  
Date: 12/6/18



Chris Nikou  
FFA Representative



John Didiluca  
PFA Representative  
Date: 12.6.18.



Tim Holden  
Secretary – Congress Review Working Group  
Date: 12/6/18



CONGRESS REVIEW WORKING GROUP

STANDING ORDERS

Under the Congress Review Working Group (CRWG) mandate and terms of reference, “the chairperson shall have discretion to take all necessary steps to ensure that the mandate of the CRWG is fulfilled. The Chair (sic) may set up standing orders for the CRWG.”

It is understood that “**Standing orders**” to mean any rule on the way in which business is conducted by the CRWG for example, rules of debate, methods of voting, powers of the chair etc.

1. Method of Voting

- 1.1 A question must be decided on the voices or by a show of hands.
- 1.2 Any CRWG Member’s representative may require the votes on any question to be recorded in detail in the minutes.
- 1.3 A vote of the CRWG is carried if a special majority (75%) of the CRWG Member representatives are in favour of it.
- 1.4 Any CRWG Member’s representative may require also that their opposition to a motion which is carried, be recorded by name in the minutes.
- 1.5 A motion to rescind any decision of the CRWG cannot be carried except by an absolute majority of the CRWG.

2. Rules of Debate

- 2.1 The business of the CRWG is normally conducted through informal discussion based on the principles set out in the working protocol agreement and at the discretion of the Chair.
- 2.2 When the CRWG Chair elects or agrees to apply formal rules of debate to an item of business, she shall notify the Members’ representatives accordingly and the rules set out in this Clause 2 will apply.
- 2.3 Any CRWG Member’s representative wishing to speak during a debate must signify this wish to the Chair.
- 2.4 When two or more CRWG Members’ representatives indicate that they wish to speak, the Chair will invite them to do so in the order in which, in her opinion, is reasonable.

  
Judith Griggs  
Chair  
Congress Review Working Group  
1 July 2018

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 3 - FIFA Media releases regarding the CRWG


**FIFA.com** Fédération Internationale de Football Association  
FIFA-Strasse 20 · P.O. Box · 8044 Zurich · Switzerland  
Tel: +41 (0)43 222 7777

Media Release

GOVERNANCE

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

(FIFA.com) 04 Apr 2018



© AFP

FIFA's 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 Member Associations Committee on 4 December 2017 and the recent visit to Sydney by a joint FIFA-AFC delegation.

The main objective of the CRWG is to propose a new composition of the FFA Congress to ensure a broader and more balanced representation of stakeholders in line with the requirements of the [FIFA Statutes](#), in particular art. 15 (j).

The CRWG will be chaired by an independent person and comprise representatives of the Football Federation Australia Board, the member federations, the Australian Professional Football Clubs Association (APFCA) and Professional Footballers Australia (PFA). The CRWG will be based on terms of reference elaborated by FIFA and shall seek input from relevant stakeholders.

The CRWG will conclude its mandate and submit its proposal to FIFA and the AFC by 31 July 2018. The proposal will be subsequently submitted for adoption to an FFA Special General Meeting by no later than 7 September 2018.

**RELATED ITEMS**

[FIFA Statutes](#)

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Thursday 7 December 2017

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GOVERNANCE

## FIFA statement on Congress Review Working Group (CRWG)

(FIFA.com) 04 Jun 2018



© AFP

FIFA has taken note with satisfaction of the unanimous decision of the members of the [Congress Review Working Group \(CRWG\)](#) in Australia to appoint Ms Judith Griggs as their independent Chairperson. Following her successful completion of an eligibility check carried out by the FIFA Review Committee, Ms Griggs has assumed responsibilities as Chairperson of the CRWG as per its terms of reference.

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. The CRWG will also consider other issues related to the governance of Australian football, including the full participation of women at all levels of football governance.

Ms Judith Griggs is expected to formally convene the CRWG in the coming days. The CRWG will conclude its mandate and submit its proposal to FIFA and AFC by 31 July 2018.

**RELATED ITEMS**

[FIFA Statutes](#)

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**ANNEXURE 4 - List of written submissions received by the CRWG**

**Football Federation Australia**

- o FFA Board Principles for Congress Expansion tabled to CRWG on 12 June 2018
- o Letter from FIFA to FFA dated 16 October 2015 and associated correspondence in 2016
- o FFA Notice of 2015 Annual General Meeting with Explanatory Memorandum and amended FFA Constitution
- o Nominations Committee Summary for CRWG – 25 June 2018
- o Summary of Independence of Directors – June 2018
- o New Operating Model – Design Principles – June 2018
- o Submission re Pathway to Alternative A-League Governance Model – 30 June 2018
- o Supplementary submission re Pathway to Alternative A-League Governance Model – 4 July 2018
- o Letter from FFA Board to CRWG dated 27 July 2018
- o Letter dated 30 July 2018 from FFA Chairman to CRWG Chair, received at 12:54pm (UK time)

**Member Federations**

- o Notice of 2017 FFA Annual General Meeting
- o Email from Kimon Taliadoros to CRWG dated 12 June 2018
- o Australian Football Governance Position Paper – September 2017
- o 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**

- o Letter from APFCA to FIFA dated 20 February 2018
- o Submission re Pathway to Alternative A-League Governance Model – 20 June 18
- o Supplementary submission re Pathway to Alternative League Governance Model – 4 July 2018
- o Comparative analysis of FIFA Statutes and FFA Statutes
- o Standing Committees Analysis

**Professional Footballers Australia**

- o Building a Governance Model for Australia – 12 June 2018
- o Letter from PFA to Judith Griggs dated 12 July 2018
- o Submission re Internationally recognised human rights and the governance of football – 17 July 2018
- o 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**

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

**Football Coaches Australia**

- o Letter from FCA to Judith Griggs date 10 June 2018
- o Letter from FCA to Judith Griggs date 30 July 2018

**Professional Football Referees' Association**

- o PFRA Fact Sheet dated 11 June 2018

**Football Supporters Australia**

- o Submission to the CRWG dated 23 July 2018

**Women Onside**

- o Submission to the CRWG – June 2018
- o 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. FFA Statutes, including:
  - (a) FFA 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. Australian Sports Commission – Sports Governance Principles – 2012

- 15. Australian Sports Commission – Mandatory Sports Governance Principles – 2015
- 16. Australian Sports Commission – Governance Reform in Sport – 2016
- 17. Australian Sports Commission – Governance Reform Discussion Paper
- 18. Australian Sports Commission – One Sailing Case Study
- 19. Report of the independent soccer review committee – 2003
- 20. Building Australia's Football Community – A review into the sustainability of football – 2011
- 21. IOC-Gender-Equality-Review-Project-Recommendations-Overview-March-2018
- 22. Australian Institute of Company Directors – Gender diversity progress report – June 2018;
- 23. McKinsey – Delivering through Diversity – January 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



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

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

- 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 within Australia's governance framework

(a) **Members Federations CWRG timetable and attendance record**

[illegible]

**(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):
  - o Football New South Wales (FNSW)
  - o Football Federation South Australia (FFSA)
  - o Football Federation Victoria (FFV)
  - o 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)
  - o An agreed work plan and timeline designed to integrate and embed the MF process and contributions into the CRWG program.
  - o 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).
  - o 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
  - o 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.
  - o This was available to all MFs throughout the remainder of the CRWG process.
- Extensive communications for all MFs
  - o 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.
  - o Timely distribution of working papers, “non papers” and draft Reports.
  - o Regular updates of process and CRWG timelines and milestones.
- Direct access to CRWG for all MFs
  - o The CRWG Chair attended both the initial MF meeting on 11 June and the second MF meeting on 29 June.
  - o The CRWG Chair invited MFs to correspond with her directly should they prefer, which was exercised by several MFs.
  - o 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 FIFA 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*
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- Professional Footballers Australia (PFA): *1 representative*

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

- Football New South Wales
- Football Federation South Australia
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- 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

NATIONAL	FFA STATUTES	<i>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</i>
	FFA CONGRESS	<i>by requiring members to assign delegated votes as follows: if 2 delegates, 50/50; if 3 delegates, minimum 1 female; if 4 delegates, 50/50; if 5 delegates, minimum 2 females; if 6 delegates, 50/50, etc.</i>
	FFA BOARD	<i>by requiring the (i) members and the (ii) Directors elect/appoint Directors: in compliance with the principles of '40 / 40 / 20'</i>  <i>The Board shall respect gender diversity by alternating female/male for Chair and Deputy Chair</i>
	FFA COMMITTEES	<i>by requiring the committee members to be elected/appointed: in compliance with the principles of '40 / 40 / 20'</i>  <i>The committee shall respect gender diversity by alternating female/male for Chair and Deputy Chair</i>
STATE & PROFESSIONAL	MF/PROF CLUB/PFA CONGRESS	<i>by requiring members to assign delegated votes as follows: if 2 delegates, 50/50; if 3 delegates, minimum 1 female; if 4 delegates, 50/50; if 5 delegates, minimum 2 females; if 6 delegates, 50/50, etc.</i>
	MF/PROF CLUB/PFA BOARD	<i>by requiring the (i) members and the (ii) Directors elect/appoint Directors: in compliance with the principles of '40 / 40 / 20'</i>  <i>The Board shall respect gender diversity by alternating female/male for Chair and Deputy Chair</i>
	PRIVATE PROF CLUB & ENTITIES	<i>by recommending the (i) members; (ii) owners; and/or the (ii) Directors elect/appoint Directors: in compliance with the principles of '40 / 40 / 20'</i>
	MF/PROF CLUB/PFA COMMITTEES	<i>by requiring the (i) directors and/or (ii) stakeholders to nominate committee members: in compliance with the principles of '40 / 40 / 20'</i>  <i>The committee shall respect gender diversity by alternating female/male for Chair and Deputy Chair</i>
LOCAL & GRASSROOTS	LOCAL ASSOCIATION/CLUB CONGRESS	<i>by requiring members to assign delegated votes as follows: if 2 delegates, 50/50; if 3 delegates, minimum 1 female; if 4 delegates, 50/50; if 5 delegates, minimum 2 females; if 6 delegates, 50/50, etc.</i>
	LOCAL ASSOCIATION/CLUB BOARD	<i>by requiring the (i) members and the (ii) Directors elect/appoint Directors: in compliance with the principles of '40 / 40 / 20'</i>  <i>The Board shall respect gender diversity by alternating female/male for Chair and Deputy Chair</i>
	LOCAL ASSOCIATION/CLUB COMMITTEE	<i>by requiring the (i) directors and/or (ii) stakeholders to nominate committee members: in compliance with the principles of '40 / 40 / 20'</i>  <i>The committee shall respect gender diversity by alternating female/male for Chair and Deputy Chair</i>



ANNEXURE 8 - Congress membership pathway framework and criteria for special interest groups (“FFA new member pathway”)

This process sets the pathway for a Special Interest Group to becoming a full member of Football Federation Australia. The pathway, and associated qualifying criteria, have been developed with the intention of establishing the ‘institutional integrity’ of any new member. In this case, we have defined ‘institutional integrity’ as being a demonstration of (i) commitment; (ii) capacity; and (iii) capability to professionally represent, governance and manage their constituents having regard and respect to integrity, transparency, accountability and diversity

<i>Year 0</i> <i>First AGM after formal, written application</i>	<i>Year 3</i> <i>2nd FFA AGM after becoming 'Qualifying Member'</i>	<i>Year 5</i> <i>4th FFA AGM after becoming 'Qualifying Member'</i>
<b>PHASE 1</b> <i>Register an intent to become a representative member of a Special Interest Group of Football Federation Australia</i>	<b>PHASE 2</b> <i>Becoming an Associate / Provisional Member of Football Federation Australia, representing a Special Interest Group</i>	<b>PHASE 3</b> <i>Becomin a Full Member of Football Federation Australia, representing a Special Interest Group</i>
<b>INVOLVES</b> <i>The intending 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 and having evidenced demonstration of each of the 'qualifying criteria' defined herein. Ratified by the full members of Football Federation Australia at next AGM, with the 'Qualifying Membership' first taking effect immediately after</i>	<b>INVOLVES</b> <i>The Company Secretary of Football Federation Australia, to notify the members of Football Federation Australia that a Qualifying Member has satisfied (or failed) the two-year test to becoming an Associate / Provisional Member</i>	<b>INVOLVES</b> <i>The Associate / Provisional Member satisfying all 'qualifying criteria, and being nominated and endorsed for full membership by at least two (2) full members and receiving a simple majority of the Congress at a Football Federation Australia Annual General Meeting</i>

		VOICE		VOTE
		QUALIFYING MEMBER	ASSOCIATE / PROVISIONAL MEMBER	FULL MEMBER
QUALIFYING REQUIREMENTS				
COMMITMENT	Objectives and purpose of the organisation are consistent with the objectives and purpose of Football Federation Australia	Yes	Yes	Yes
COMMITMENT	Demonstrated advocacy on behalf of substantial (more than other body, and growing) proportion of the constituency it purports to represent	Yes	Yes	Yes
COMMITMENT	Plans for developing & delivering football for constituents in the next 4 years, published online	Yes	Yes	Yes
GOVERNANCE	Appropriately incorporated as a legal entity, Limited by Guarantee	Yes	Yes. At least [2] years	Yes. At least [4] years
GOVERNANCE	Have a standard constitution, approved by their Congress	Yes	Yes	Yes
GOVERNANCE	ASC compliant constitution/statutes	Yes	Yes	Yes
GOVERNANCE	Have organisational regulations, approved by their Congress	Yes	Yes	Yes
GOVERNANCE	Have gender diversity ('40-40-20 principle') in composition of the Board	Yes	Yes	Yes
GOVERNANCE	A minimum number of four (4) Board Meetings per annum	Yes	Yes	Yes
GOVERNANCE	Have a mix of both (i) Elected; and (ii) Appointed directors on the Board, with a majority elected by the Congress	Yes	Yes	Yes
GOVERNANCE	Have a clearly defined and paid up membership (national body)	Yes	Yes	Yes
GOVERNANCE	Have available for submission an up-to-date Register of Members (paid-up and valid), with date of birth and contact details	Yes	Yes	Yes
GOVERNANCE	Represents members nationally, with paid up voting members residing/based in at least four (4) different states and territories		Yes	Yes
GOVERNANCE	Declaration of Interest signed by all office-holders (Integrity)		Yes	Yes
INVESTMENT	Demonstrated investment in football, e.g. programs & activities for constituents; infrastructure or facilities		Yes. At least [2] years	Yes. At least [4] years
MANAGEMENT	Have registered commercial headquarters and place of business	Yes	Yes	Yes
MANAGEMENT	Have demonstrated achievement of constitutional objectives and purposes		Yes. At least [2] years	Yes. At least [4] years
MANAGEMENT	Chief Executive Officer or General Manager		Yes	Yes, Full-time
MANAGEMENT	Externally Audited accounts		Yes. At least [2] years	Yes. At least [4] years
PARTICIPATION	Demonstrated active participation in Australian football competitions, activities & programs		Yes. At least [2] years	Yes. At least [4] years
TRANSPARENCY	Have established, accessible and managed online and social media platforms	Yes	Yes	Yes
TRANSPARENCY	Published online and accessible (i) Member Application process; (ii) Constitution; and (iii) Organisational Regulations	Yes	Yes	Yes
RIGHTS				
PARTICIPATION	Can be a member of FFA Standing Committee	Yes	Yes	Yes
PARTICIPATION	Member can be deputy Chair of an FFA Standing Committee	No	Yes	Yes
GOVERNANCE	Can attend FFA General Meetings	No	Yes	Yes
GOVERNANCE	Can endorse nomination for FFA Director	No	No	Yes
GOVERNANCE	Can make nominations for FFA Director	No	No	Yes
GOVERNANCE	Can vote at FFA General Meeting	No	No	Yes
OBLIGATIONS				
COMPLIANCE	On-going compliance of requirements, as defined herein	Yes	Yes	Yes



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

DIRECTOR NOMINATION & ELECTION PATHWAY				
	<u>1</u> <i>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 MFs, APFCA, PFA, and the Australian Sports Commission</i>	<u>2</u> <i>Nomination Form for nominee director is submitted to FFA Company Secretary by nominator, with (i) formal letter accepting nomination by nominee; (ii) evidential documentation satisfying 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.</i>	<u>3</u> <i>FFA Company Secretary confirms in writing to nominator the receipt of the director nomination and advises that it will be submitted to the FFA Nominations Committee for evaluation</i>	<u>4</u> <i>Nominations Committee confirm 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 candidature for the notice of members. If unsuccessful, the Nominations Committee shall advise where the application has failed</i>
QUALIFYING CRITERIA				
CAN DEMONSTRATE	Commitment to a strong governance regime for Australian football	Commitment to developing policies and strategies for football generally throughout Australia	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	Is 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
CORE COMPETENCIES				
MUST POSSESS ALL	Demonstrated leadership at a senior level in an environment compatible with the requirements of FFA	Demonstrated commitment to strong governance principles and an 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	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 FIFA, the AFC, FFA or any state member body relating to any serious ethical matter	
MUST POSSESS ONE OF	Legal qualifications (LLB or equivalent)	Accounting/finance qualifications (CA, CPA, CFA or equivalent)	Knowledge or experience of elite football through experience as a player, coach or official at National Premier League level or above	Exceptional governance and/or administrative experience in football (or other elite professional sport)

<u>5</u> <i>FFA Members elect Director at FFA Annual General Meeting</i>
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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

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

MF CONGRESS & GOVERNANCE	Victoria	NNSW	SA	ACT
Structure				
Type	Incorporated Association	Company Limited by Guarantee	Incorporated Association	Company Limited by Guarantee
Name of Chair	Kimon Taliadoros	Bill Walker	Sam Ciccarello	Mark O'Neill
Constitution				
Last Updated	2008	Dec-10	2017	2017
Approved by FFA (Yes/No)	Yes	Yes	yes	yes
Comments	Under review by Members & Board joint committee - FFA aware	n/a	Need of broad updating: - awaiting outcome of FFA Congress reforms	Governance Review underway (to include apply outcomes from FFA Governance issues)
MF BOARD STRUCTURE				
Number of Directors	6 of 8	6	9	7
Elected/Appointed	6/2	6/0	6 and 3	6/2
Male/Female Directors Ratio	3 male, 3 female	5 male 1 female	6 and 3	5 and 2
Male/Female Directors Ratio: Elected	50/50		4 and 2	5 and 1
Chair Elected by	Congress	Board	Board	Board
Meetings per year	8	7	11	8
MEMBER FEDERATION CONGRESS				
Number of Voting Members	29	10	13	12
Geographical Representation	24 (2 reps for each of 12 zones)	7 Zones and 3 SC's	5 x SC Chairs, 8 x Region Reps	8 Zone Reps (4 from each of the North and South Zone)
Standing Committees	5	3	5	4
MF STANDING COMMITTEES				
National Premier Leagues	No	Yes	No	Yes M,W & Futsal
Men's State League	No	Yes	No	no
Amateur/Social	No	no	Yes	yes M&W&Futsal
Juniors	Yes	no	Yes	yes
Women's	Yes	no	Yes	no - but looking to re-introduce
Men's	Yes		Yes	
Referees	Yes	Yes	Yes	yes
Coaches	Yes	no	No	no - but looking to re-introduce
Futsal	Yes but not active	no	No	no
Other				
Other				
Other				
Other				
Other				

Tasmania	WA	NSW	Qld	NT
Company Limited by Guarantee	Company Limited by Guarantee		Company Limited by Guarantee - Not for Profit	Incorporated, Not for Profit
Bob Gordon	Liam Twigger	Anter Isaac	Glenn Smith	Stuart Kenny
Oct-09	Mar-17	Dec-17	May-16	2013
Yes	Yes	Yes	?	Yes
None at present	Requires structural changes. Pending FFA model.	Resolved unanimously by Congress		The Constitution needs to be broadly reviewed again in 2019, with a view to updating in line with recent NT Licencing changes.
max 8, (currently 1 vacancy)	9	8 of 9	8 (1 vacancy)	4 plus 1 vacancy
6/2	6/3	7 / 2	6/2	2 + 2
5/2	6/3	7 / 1	6/1	3 Male / 1 Female
4/1	1	7 / 1	6/0	
Members	Board	Board	Board	
11 (2017)	Min. 6	14	10	Between 4 & 6
33	22	58	20	13
Clubs/Assns South 21; North 5; North West 6; SC Chair 1	SC Chairs and Zone Reps)	2 x 15 Metro Assoc, 2 x 3 Regional Branches, 2 x 2 Inter Club Zones, 2 x 9 Standing Committees	2 members from each zone	3 zones/4 SC
1	8	9	removed 2016	
N/A	Yes	Yes (NPL, NPL 2, NPL 3 and State League)	NO	No
N/A	Yes	see above	NO	No
N/A	Yes	Yes (Associations Standing Committee)	NO	No
Yes (not active)	Yes	No	NO	Yes
Yes (not active)	Yes	Yes	NO	Yes
N/A	no	No	NO	Yes
Yes	Yes	Yes	NO	Yes
Yes (not active)	Yes	Yes	NO	No
Yes (not active)	Yes - currently recruiting	Yes	NO	No
			YES	
			YES	



	Victoria	NNSW	SA	ACT
MF GEOGRAPHICAL REPRESENTATION				
Basic Description	8 Metropolitan and 4 Regional Zones	7 Member Zones	Metropolitan Adelaide & Regional Associations	One Zone - Capital Football; two Zones - North and South divided into two Districts each for governance purposes
Number of Zones	12	7	4	2
Number of Associations	5	0	13	0
Total number of Clubs	336	235	238	46
Number of Players (2015 census)				
Estimated Total	355,500		91,000	31,000
Registered (NRF paying)	72,000	61800	30,000	20000
Male/Female split	82/18	77/23	80/20	70/30
Finances (for 2017)				
Annual Turnover	\$10.6 million	8.66m	\$5m	\$4.2m
Surplus/Deficit	\$1 million	426k	\$107,000	\$100K
Accumulated Funds	\$4 million	13.369m	\$1million	\$1.2m
Month of AGM	March	March	May	April
MF Competitions - Men				
National Premier Leagues - men's	Yes	Yes	Yes	Yes
- Number of Divisions	2	1	3	one
- Number of Clubs	34	11	36	9
- Ages	Under 12-16, 18s, 20s and 1st	13, 14, 15, 16, 18, 20 and 1st	U6-U17, U18, Reserves & Seniors	13, 14, 16, 18, 20s and 1st
List of other competitions run				Futsal
- State League (semi-professional)	5 Divisions - 160 clubs	11 teams		Men's Capital League, CL Reserves, Div 1 to 10
- Men's Sunday League	Senior men, masters and social		Community Soccer League 2017	O35 x 3 div. plus O45
MF Competitions - Women				
National Premier Leagues - women's	Yes	no	Yes	Yes
- Number of Divisions	one	n/a	2	5
- Number of Teams	8	n/a	15	8
- Ages	U13, 15, 18, and seniors	n/a	U9, 11, 13, 15, 17	NPL Reserves, U17, under 15 and under 13
- Womens Leagues	Yes	yes	Yes	Capital League; Div 1 to 5 plus O35
- Junior Leagues	Yes	yes	Yes	Mini Roos 5-11; JL 12-18
HAL/WWL Teams				
Name of HAL Club	Melb Victory & Melb City	Newcastle Jets	AUFC	No but canberra United participates in the National Youth League Competition
- HAL club participates at Senior level	Seniors & 20's	Yes - all	Seniors	no
- HAL team participates at Junior level	No	Yes - all	No	no
Name of WWL Club	Melb Victory & Melb City	Newcastle Jets	AUFC	Canberra United FC
- WWL club participates at Senior level	n/a	Yes - all	Seniors	Yes
- HAL team participates at Junior level	n/a	Yes - all	No	Yes

Tasmania	WA	NSW	Qld	NT
State = one zone	Metropolitan Perth and Regional Zones	15 Metro Assoc, 3 Regional Branches (made up of 15 Regional Assoc)	Zones	North (Darwin and surrounds) Central (Katherine and region) South (Alice Springs and region)
One	14	18	Ten	3
Six (Junior Assns)	23	30	None	0
31	248	736	300	18 plus affiliates
			2017 CENSUS	
24,300	196,600	736,600	317,400	10,000
12,144	44,000	235,308	69580	4628
75/25	80/20	78/22	81/19	3670/958
\$2.3 million	\$6.30	\$15.1 million	7.4 million	\$1.561m
\$86,000	\$175,371	\$839,408	375,885	336,669 surplus
\$848,000	\$1.8M	\$12.6m	2,614,629	\$210,000
February	February	March	May	March
Yes	Yes	Yes	Yes	No
One	One	Three	One	
8	14 - transitioning to 12	40	14	
N/A	Under 13-16, 18s, 20s and 1st	Under 13-16, 18s, 20s and 1st Grade	Under 12-16, U18, U20 & ist Mens	
				035/super 7's/summer 7's
N/A	22 teams over two divisions	One = 12 Clubs (U18s, 20s, 1st) - State League Men's	FQPL	- Men's, Women's & Reserves and Premier League/Mens Div 1
Socials & O35s	Amateur, Masters and Social	One = 10 Clubs (U13s, 14s,15s,16s) - Association Youth League	NIL	Division 1 and Sunday 9's Darwin & Alice springs/Under 12/14/16/18's
WSL in transition to NPLW	No	Yes	Yes	No
One	N/A	Two	ONE	No
8	N/A	24	U13, U15, U17 and open women	No
N/A		U14s, 15s, 17s, Reserve Grade, 1st Grade		No
Yes	Yes		NIL	Yes - Darwin (WPL/WPLR) & Alice springs (Sunday 9's/Women 9's)
yes	Yes	One League = 6 Clubs (U14s, 15s, 17s) - Girls Conference League	SAP League boys 9-12. Girls 12	Yes - InterClub in Darwin & Alice springsand IntraClub in Katherine and Nhulunbuy
N/A	Perth Glory	Sydney FC, Western Sydney Wanderers, Central Coast Mariners	Brisbane Roar	N/A
N/A	Yes - 18s, 20s and 1st	Yes	Yes - 18s, 20s and 1st	No
N/A	Yes - Under 13-16	Yes	Yes U14, U15, U16	No
N/A	Perth Glory	Central Coast Mariners		No
N/A	Yes - 18s, 20s and 1st	Yes	Brisbane Roar	No
N/A	Yes - Under 13-16	Yes	no - WLeague play friendlies in U15 boys NPL midweek	No
			QAS/Bris Roar U17 girls play in the NPLW 1st	
			remaining girls play friendlies U13 NPL boys	

ANNEXURE 11 – FFA Women’s Committee Terms of Reference

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,



Women’s football - 10 key development principles

1. Women’s football represents an enormous **growth opportunity** for football. Each Member Association should have a **women’s football plan** to develop the game
2. Making football **equally accessible** to girls as it is to boys (including in clubs, schools and colleges) should be a major focus in the work of every one of FIFA’s Member Associations.
3. At the **elite** level, women’s football should continue to be developed technically and commercially, through the stable development of commercial structures, regulatory arrangements, and off-field support, in order to build towards **sustainable professionalised competitions**
4. At all levels, women’s football must be better **marketed and promoted** to grow participation, build the audience and target potential partners.
5. Women’s football is at a different development stage to men’s football, and differs in other important respects on and off the field - hence it requires special focus and expertise to thrive. Therefore, **expertise in women’s football** is a valuable and unique skill set. Such experts should be involved in **all key decisions** about the women’s game.
6. **Former players and referees** are particularly important to women’s football development, because they have lived through the challenges, and have commitment and accumulated expertise. They should be targeted for **development, leadership and management** opportunities.
7. **Female coaches** are especially important as visible leaders and role models on and around the field of play (especially ex-players), and should also be targeted for **development opportunities and mentoring**. Their experience and commitment will help raise standards and retain high-level skills in the game.
8. Football, and especially women’s football, will benefit from the involvement of **women on governing bodies and in management**. In principle, each Member Association should have women involved at all decision-making levels, including the Executive Committee.
9. Because men’s football is already well-established, women’s football needs to be “**incubated**” within football’s governing bodies via appropriate **organisational structures** which provide the necessary **focus** to realise its potential.
10. Football is a powerful means of enabling women to fulfil their potential both in **sport**, and in **society**. No woman should be subject to discrimination, abuse or disadvantage because of her gender. Football will be a leader in carrying this message to the world.



ANNEXURE 12 - Standing Committees Matrix

COMMITTEE	INSTITUTED	TYPE <sup>1</sup>	ROLE	GENDER PRINCIPLES	CONGRESS VOTE	CHAIR	MF MEMBER <sup>2</sup>	CLUB MEMBER <sup>2</sup>	PFA MEMBER <sup>2</sup>
COMPLIANCE	In Statutes	Independent	Assurance	40 / 40 / 20 with alternating Chair / Deputy Chair as M / F	none	1. External 3 year term, staggered. Nominated & elected by Congress	none	none	none
NOMINATIONS	In Statutes	Independent	Assurance	40 / 40 / 20 with alternating Chair / Deputy Chair as M / F	none	FFA Director. Nominated by FFA Board (must be an 'appointed' Director)	1. 1 year term. Nominated by MF's	1. 1 year term. Nominated by Clubs	1. 1 year term. Nominated by PFA
APPEALS	In Statutes	Judicial	Assurance	40 / 40 / 20 with alternating Chair / Deputy Chair as M / F	none	External 3 year term, staggered. Nominated & elected by Congress	none	none	none
DISCIPLINARY	In Statutes	Judicial	Assurance	40 / 40 / 20 with alternating Chair / Deputy Chair as M / F	none	External 3 year term, staggered. Nominated & elected by Congress	none	none	none
ETHICS	In Statutes	Judicial	Assurance	40 / 40 / 20 with alternating Chair / Deputy Chair as M / F	none	External 3 year term, staggered. Nominated & elected by Congress	none	none	none
WOMEN'S FOOTBALL	In Statutes	Congress	Congress involve. Drive Advise Monitor	40 / 40 / 20 with alternating Chair / Deputy Chair as M / F	Yes, equal to 10 votes, one for each committee member	3 year term, staggered. Chair appointed by Nominations Committee (through advertisement)	3 Reps. 3 year term, staggered. Nominated by MF's	3 Reps. 3 year term. Nominated by Clubs	3 Reps. 3 year term. Nominated by PFA
FINANCE & RISK	In Statutes	Board Sub	Drive Advise Monitor	40 / 40 / 20 with alternating Chair / Deputy Chair as M / F	none	FFA Director. Nominated by FFA Board	2 Reps. 2 year term, staggered. Nominated by MF's	1 Reps. 2 year term. Nominated by Clubs	1 Reps. 2 year term. Nominated by PFA
COMPETITIONS	In Statutes	Board Sub	Drive Advise Monitor	40 / 40 / 20 with alternating Chair / Deputy Chair as M / F	none	FFA Director. Nominated by FFA Board	2 Reps. 2 year term, staggered. Nominated by MF's	2 Reps. 2 year term, staggered. Nominated by Clubs	2 Reps. 2 year term, staggered. Nominated by PFA
FOOTBALL STAKEHOLDERS	In Statutes	Board Sub	Drive Advise Monitor	40 / 40 / 20 with alternating Chair / Deputy Chair as M / F	none	FFA Director. Nominated by FFA Board	2 Reps. 2 year term, staggered. Nominated by MF's	1 Reps. 2 year term. Nominated by Clubs	1 Reps. 2 year term. Nominated by PFA
PLAYERS	In Statutes	Board Sub	Drive Advise Monitor	40 / 40 / 20 with alternating Chair / Deputy Chair as M / F	none	FFA Director. Nominated by FFA Board	1 Reps. 2 year term. Nominated by MF's	1 Reps. 2 year term. Nominated by Clubs	2 Reps. 2 year term, staggered. Nominated by PFA
REFEREES	In Statutes	Board Sub	Drive Advise Monitor	40 / 40 / 20 with alternating Chair / Deputy Chair as M / F	none	FFA Director. Nominated by FFA Board	2 Reps. 2 year term, staggered. Nominated by MF's	1 Reps. 2 year term. Nominated by Clubs	1 Reps. 2 year term. Nominated by PFA
MEDICAL	In Statutes	Board Sub	Drive Advise Monitor	40 / 40 / 20 with alternating Chair / Deputy Chair as M / F	none	FFA Director. Nominated by FFA Board	2 Reps. 2 year term, staggered. Nominated by MF's	2 Reps. 2 year term, staggered. Nominated by Clubs	2 Reps. 2 year term, staggered. Nominated by PFA
TECHNICAL & DEVELOPMENT	In Statutes	Board Sub	Drive Advise Monitor	40 / 40 / 20 with alternating Chair / Deputy Chair as M / F	none	FFA Director. Nominated by FFA Board	2 Reps. 2 year term, staggered. Nominated by MF's	2 Reps. 2 year term, staggered. Nominated by Clubs	1 Reps. 2 year term. Nominated by PFA
GRASSROOTS & COMMUNITY FOOTBALL	In Statutes	Board Sub	Drive Advise Monitor	40 / 40 / 20 with alternating Chair / Deputy Chair as M / F	none	FFA Director. Nominated by FFA Board	3 Reps. 3 year term, staggered. Nominated by MF's	1 Reps. 2 year term. Nominated by Clubs	1 Reps. 2 year term. Nominated by PFA
FUTSAL	In Statutes	Board Sub	Drive Advise Monitor	40 / 40 / 20 with alternating Chair / Deputy Chair as M / F	none	FFA Director. Nominated by FFA Board	2 Reps. 2 year term, staggered. Nominated by MF's	1 Reps. 2 year term. Nominated by Clubs	1 Reps. 2 year term. Nominated by PFA
INDIGENOUS FOOTBALL	In Statutes	Board Sub	Drive Advise Monitor	40 / 40 / 20 with alternating Chair / Deputy Chair as M / F	none	FFA Director. Nominated by FFA Board	2 Reps. 2 year term, staggered. Nominated by MF's	2 Reps. 2 year term, staggered. Nominated by Clubs	2 Reps. 2 year term, staggered. Nominated by PFA
INCLUSIVITY FOOTBALL	In Statutes	Board Sub	Drive Advise Monitor	40 / 40 / 20 with alternating Chair / Deputy Chair as M / F	none	FFA Director. Nominated by FFA Board	2 Reps. 2 year term, staggered. Nominated by MF's	2 Reps. 2 year term, staggered. Nominated by Clubs	2 Reps. 2 year term, staggered. Nominated by PFA
WOMEN'S WORLD CUP BID	By Board	Ad-hoc	Drive Advise Monitor	40 / 40 / 20 with alternating Chair / Deputy Chair as M / F	none	FFA Director. Nominated by FFA Board	2 Reps. 2 year term, staggered. Nominated by MF's	1 Reps. 2 year term. Nominated by Clubs	1 Reps. 2 year term. Nominated by PFA

<sup>1</sup> per FIFA categorisation of Committees

<sup>2</sup> Representatives of stakeholders on Committees need not be office-holders of stakeholder, so long as they meet approved Skills & Qualifying criteria

EXTERNAL MEMBER <sup>2</sup>	SKILLS & QUALIFICATIONS (approved by Congress)	SECRETARY	FOCUS & RESPONSIBILITY	INFORMATION FLOW	MEETINGS
3. 3 year term staggered. Nominated & elected by Congress	Committee must have mix of demonstrated experience, requisite qualifications and admissible knowledge in Audit and compliance; Internal controls; knowledge on corporate law and regulations in the Commonwealth of Australia; or FFA and Asian Football Confederation (AFC) reporting requirements and regulations	None	<i>Ensures:</i> <b>FFA compliance with:</b> (i) FFA Statutes and operating regulations and agreements; (ii) FFA, AFC, and ASC requirements; (iii) other local and international statutory, regulatory and legislative requirements	To: FFA Congress	Bi-annual
1. 1 year term. from ASC (or similar).	Committee must have mix of demonstrated experience, requisite qualifications and admissible knowledge in governance and management of MF governance and management; sports governance and management; or Club & League governance and management	None	<i>Ensures:</i> (i) Compliance with/of FFA's Director Nominations Process and Criteria; and (ii) All other 'appointment' responsibilities as set by the Congress for the Nominations Committee	To: FFA Congress	Annually
3. 3 year term staggered. Nominated & elected by Congress	Committee must have mix of demonstrated experience, requisite qualifications and admissible knowledge in law; and sports regulations	Head of Legal	Per FFA Standard Statutes, as they change from time to time	To: FFA Management	Ad-hoc
3. 3 year term staggered. Nominated & elected by Congress	Committee must have mix of demonstrated experience, requisite qualifications and admissible knowledge in law; and sports regulations	Head of Legal	Per FFA Standard Statutes, as they change from time to time	To: FFA Management	Ad-hoc
3. 3 year term staggered. Nominated & elected by Congress	Committee must have mix of demonstrated experience, requisite qualifications and admissible knowledge in law; and sports regulations	Head of Legal	Per FFA Standard Statutes, as they change from time to time	To: (i) FFA Congress; and (ii) FFA Board	Ad-hoc
Chair. Also, possibly an FFA Director (but hold no Congress vote)	Committee must have mix of demonstrated experience, requisite qualifications and admissible knowledge in women's football; professional playing; coaching; refereeing; MF governance or management; club and/or league governance or management; or government affairs	Head of Women's Football	<i>Drive, advise &amp; monitor policy and strategy for:</i> <b>Women's Football development &amp; programs</b>	From and To: (i) FFA Congress; (ii) FFA Board; and (iii) related stakeholders	At least three (3) times per year
# Externals. Indefinite term. Appointed by Committee	Committee must have mix of demonstrated experience, requisite qualifications and admissible knowledge in Financial management and reporting; Audit and compliance; Internal Controls; Risk Management; Insurance; Budgeting; Asset management; knowledge on corporate law and regulations in the Commonwealth of Australia; Government Reporting requirements; or Government Grant management	Head of Finance & Risk	<i>Drive, advise &amp; monitor policy and strategy for:</i> (i) financial policy & systems; (ii) finance strategy & budget development; (iii) financial reporting & disclosure; (iv) risk management policies & systems	'Inward facing' only --- From (i) Management; (ii) relevant stakeholders; and (i) Externals; To: (i) FFA Board	At least three (3) times per year
1 AFC. 2 year term. Nominated by AAF --- # External. Indefinite term. Appointed by Committee	Committee must have mix of demonstrated experience, requisite qualifications and admissible knowledge in elite club & league management; venue management; sports commercial revenue; sports marketing; player welfare; coaching; or national teams management	Head of Competitions	<i>Drive, advise &amp; monitor policy and strategy for:</i> (i) competitions strategy; (ii) competitions integration; (iii) competitions formats, structures & schedules; (iv) competitions regulations; (v) club licensing and compliance; and (vi) stadium security & safety	'Inward facing' only --- From (i) Management; (ii) relevant stakeholders; and (i) Externals; To: (i) FFA Board	At least three (3) times per year
# Externals. Indefinite term. Appointed by Committee	Committee must have mix of demonstrated experience, requisite qualifications and admissible knowledge in Member Federation; Association; Club; League; or other stakeholder governance and administration	TBD	<i>Drive, advise &amp; monitor policy and strategy for:</i> (i) Greater engagement and integration of all stakeholders in strategic development & delivery; (ii) Mechanisms enabling assistance/support to stakeholders; (iii) Setting rights & obligations of stakeholders and frameworks for collaboration; (iv) Developing programs, curriculum and tools that seek to build and strengthen the governance and management capabilities of personnel and systems at stakeholders; and (v) Any other matter relating to the fulfillment & management of stakeholders as they relate to delivery and development of football	'Inward facing' only --- From (i) Management; (ii) relevant stakeholders; and (i) Externals; To: (i) FFA Board	At least three (3) times per year
# Externals. Indefinite term. Appointed by Committee	Committee must have mix of demonstrated experience, requisite qualifications and admissible knowledge in professional playing; and coaching; or league or club management	TBD	<i>Drive, advise &amp; monitor policy and strategy for:</i> (i) Regulatory oversight for the employment, transfer and registration of players; (ii) Monitor compliance with the National Registration Regulations, National Disciplinary Regulations, National Code of Conduct and other FFA Statutes impacting on the employment and registration of players; (iii) The ongoing engagement of former players back into Australian football; (iv) Provide policy direction to the FFA Board on the licensing, accreditation and/or management of player agents and intermediaries; and (v) Other matters relating to player rights, responsibilities, behaviour and safety	'Inward facing' only --- From (i) Management; (ii) relevant stakeholders; and (i) Externals; To: (i) FFA Board	At least three (3) times per year
# Externals. Indefinite term. Appointed by Committee	Committee must have mix of demonstrated experience, requisite qualifications and admissible knowledge in refereeing (amateur & professional); or referee education and development	Head of Referees	<i>Drive, advise &amp; monitor policy and strategy for:</i> (i) promotion and participation of refereeing; (ii) development and improvement of refereeing standards; (iii) Identify and promote the development of talented referees; (iv) any other matters relating to policy and development of referees	'Inward facing' only --- From (i) Management; (ii) relevant stakeholders; and (i) Externals; To: (i) FFA Board	At least three (3) times per year
# Externals. Indefinite term. Appointed by Committee	Committee must have mix of demonstrated experience, requisite qualifications and admissible knowledge in general medicine; sports medicine; sports physiotherapy; sports injury prevention; sports injury management and rehabilitation; strength and conditioning; coaching; professional playing expertise; anti-doping; junior and grassroots football; venues/facilities management; or club & league management	TBD	<i>Drive, advise &amp; monitor policy and strategy for:</i> (i) All medical aspects as they apply to football and the players; (ii) Injury monitoring, analysis and management; (iii) Recovery and rehabilitation; (iv) Anti-doping testing and monitoring; (v) Extreme weather and conditions and their effect on players; and (vi) Any other matters related to players injury, recovery, sports medicine, physical fitness and well-being, and anti-doping	'Inward facing' only --- From (i) Management; (ii) relevant stakeholders; and (i) Externals; To: (i) FFA Board	At least three (3) times per year
# Externals. Indefinite term. Appointed by Committee	Committee must have mix of demonstrated experience, requisite qualifications and admissible knowledge in Elite coaching; Coach education and development; professional playing; Match analysis; Club & League management; Elite development and pathways; Junior and grassroots football; Schools sports programs; Player education, Talent identification	Technical Director	<i>Drive, advise &amp; monitor policy and strategy for:</i> (i) coach education & development; (ii) player education & development; and (iii) talent identification	'Inward facing' only --- From (i) Management; (ii) relevant stakeholders; and (i) Externals; To: (i) FFA Board	At least three (3) times per year
# Externals. Indefinite term. Appointed by Committee	Committee must have mix of demonstrated experience, requisite qualifications and admissible knowledge in Grassroots and junior football; International trends and practices in grassroots strategies & activities; Community programs and activities; Marketing and promotion; Government programs and relations; Girls football; Coach education and development; Referee education and development; Club & League management; or Elite player development and pathways	Head of Grassroots Football	<i>Drive, advise &amp; monitor policy and strategy for:</i> (i) Strategy for grassroots and participation; (ii) Coordination and collaboration with stakeholders (including clubs, government, and partners, etc.) for the delivery of grassroots and participation activities; and (iii) development of grassroots clubs	'Inward facing' only --- From (i) Management; (ii) relevant stakeholders; and (i) Externals; To: (i) FFA Board	At least three (3) times per year
# Externals. Indefinite term. Appointed by Committee	Committee must have mix of demonstrated experience, requisite qualifications and admissible knowledge in Futsal; Futsal playing (elite); Futsal coaching (elite); Futsal refereeing (elite); Futsal governance or management; Futsal club and/or league governance or management; or Futsal venue ownership/operation	Head of Futsal	<i>Drive, advise &amp; monitor policy and strategy for:</i> (i) Development of Futsal; (ii) Development & delivery of Futsal competitions; (iii) Development & delivery of Futsal player pathways; (iv) Development & delivery of Futsal coach education programs; (v) Development & delivery of Futsal referee education programs; (vi) development of Futsal clubs and facilities, and their governance and management; and (vii) Affairs of the Futsal national teams	'Inward facing' only --- From (i) Management; (ii) relevant stakeholders; and (i) Externals; To: (i) FFA Board	At least three (3) times per year
# Externals. Indefinite term. Appointed by Committee	Committee must have mix of demonstrated experience, requisite qualifications and admissible knowledge in playing (elite); coaching (elite); refereeing (elite); Football governance or management; club and/or league governance or management; or government affairs - as they relate specifically to the indigenous community	TBD	<i>Drive, advise &amp; monitor policy and strategy for:</i> (i) Development of all forms of football; (ii) Development & delivery of competitions; (iii) Development & delivery of player participation & pathways; (iv) Development & delivery of coach education programs; (v) Development & delivery of referee education programs; (vi) development of clubs and facilities, and their governance and management; and (vii) development of football leadership within Australian football specifically for and in indigenous communities	'Inward facing' only --- From (i) Management; (ii) relevant stakeholders; and (i) Externals; To: (i) FFA Board	At least three (3) times per year
# Externals. Indefinite term. Appointed by Committee	Committee must have mix of demonstrated experience, requisite qualifications and admissible knowledge in playing (elite); coaching (elite); refereeing (elite); Football governance or management; club and/or league governance or management; or government affairs - as they relate specifically to Athletes with Disability in all forms of football facilitated for this stakeholder	TBD	<i>Drive, advise &amp; monitor policy and strategy for:</i> (i) Development of all forms of football; (ii) Development & delivery of competitions; (iii) Development & delivery of player participation & pathways; (iv) Development & delivery of coach education programs; (v) Development & delivery of referee education programs; (vi) development of clubs and facilities, and their governance and management; and (vii) Affairs of AWD national teams; and (viii) development of football leadership within Australian football specifically for Athletes with Disability	'Inward facing' only --- From (i) Management; (ii) relevant stakeholders; and (i) Externals; To: (i) FFA Board	At least three (3) times per year
# Externals. Indefinite term. Appointed by Committee	Committee must have mix of demonstrated experience, requisite qualifications and admissible knowledge in elite women's football; or major events bidding, management and/or delivery	Head of Women's World Cup Bid (Team)	<i>Drive, advise &amp; monitor policy and strategy for:</i> <b>Women's World Cup bid,</b> (i) strategy & development; (ii) engagement, management & delivery; and (iii) monitoring	'Inward facing' only --- From (i) Management; (ii) relevant stakeholders; and (i) Externals; To: (i) FFA Board	Ad-hoc

ANNEXURE 13 - Congress Membership Model

Initial Congress of 55/28/7/10  
Initial Women's Council of 10 - 3/3/3/1  
Women's Council Members evolve to 3/1/3/3  
SIGs dilute entire Congress  
FFA Congress Reboot after SIG 3

Scenario E2	Starting Congress		Notional allocation of Women's Football votes		Evolution of Womens Council		intro SIG 1	
MFs	55	55.0%	58	58.0%	55	55.0%	55	53.9%
Clubs	28	28.0%	31	31.0%	28	28.0%	28	27.5%
Players	7	7.0%	10	10.0%	7	7.0%	7	6.9%
Womens Council	10	10.0%	1	1.0%	10	10.0%	10	9.8%
MFs	3				3	3.0%	3	2.9%
Clubs	3				1	1.0%	1	1.0%
Players	3				3	3.0%	3	2.9%
Independent	1			1.0%	3	3.0%	3	2.9%
SIG 1	0		0		0		2	2.0%
SIG 2	0		0		0		0	0.0%
SIG 3	0		0		0		0	0.0%
SIG 4	0		0		0		0	0.0%
SIG 5	0		0		0		0	0.0%
votes	100	100.0%	100	100.0%	100	100.0%	102	100.0%
% per MF	6.11%		6.44%		6.11%		5.99%	
% per club	3.11%		3.44%		3.11%		3.05%	
% Players	7.00%		10.00%		7.00%		6.86%	
% Women	3.00%		0.00%		3.00%		2.94%	
clubs & PFA				41.0%		39.0%		38.2%
MFs				58.0%		58.0%		56.9%
Indep & SIGs				1.0%		3.0%		4.9%
Total				100.0%		100.0%		100.0%

Notes:

Must be more than one foundation member stakeholder (ie MFs, Clubs, PFA) to elect or remove a director

Each of the Members may send 2 delegates to Congress (1 male + 1 female) with the voting power remaining as per above percentages and as directed by the relevant Member who sends them to Congress

Each new Member receives 2 votes (after completing the FFA New Member Pathway (or SIG pathway - see annexure 8)

Model assumes a pathway to alternate A-League governance model

Model assumes the votes of the MFs and the Clubs would be split pro rata (but it would be up to those stakeholder groups to decide between themselves)

Model assumes adoption of agreed pathway and criteria for new members/Congress membership (qualifying (voice), provisional/associate (voice), full (vote) for Special Interest Groups

Special Interest Groups could be the following (or others)

- NPL/(AAFC)
- New A-League clubs (would dilute the Professional Clubs % vote once they competed the SIG pathway membership criteria)
- Referees
- Coaches
- Futsal
- inclusive football

Model assumes there would be a new Congress Review Working Group at the earlier of the 3rd SIG becoming an FFA member and 4 years

Model assumes:-

- recusal of the Clubs and PFA when the A-League model comes to Congress for a vote (or 75% of those in attendance?) (but ensuring that such 'recusal' or however it is described, does not mean that the Women's Council or any members of it must recuse themselves/not take part)
- that the dilution/divesting/shedding by the Clubs of the 2 member nominations on the Women's Council (from 3 to 1) would occur at the first FFA AGM following the completion of a full season of the A-League under the 'new' model.

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

NB: It should be noted that the FFA Board is not in agreement with the CRWG's proposed Congress membership changes.

intro SIG 2		intro SIG 3	
55	52.9%	55	51.9%
28	26.9%	28	26.4%
7	6.7%	7	6.6%
10	9.6%	10	9.4%
3	2.9%	3	2.8%
1	1.0%	1	0.9%
3	2.9%	3	2.8%
3	2.9%	3	2.8%
2	1.9%	2	1.9%
2	1.9%	2	1.9%
0	0.0%	2	1.9%
0	0.0%	0	0.0%
0	0.0%	0	0.0%
104	100.0%	106	100.0%
5.88%		5.77%	
2.99%		2.94%	
6.73%		6.60%	
2.88%		2.83%	
	37.5%		36.8%
	55.8%		54.7%
	6.7%		8.5%
	100.0%		100.0%



		MENS			WOMENS		Boys				Girls				
		First Grade	U20s/Res	U18s	First Grade	Res/U19	U16	U15	U14	U13	U17	U16	U15	U14	U13
NNSW	Rockdale City Suns	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
	Rydalmere Lions	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
	SD Raiders	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes		Yes
	St George FC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes		Yes
	St George City FA	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes				
	Stanmore Hawks	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes				
	Sutherland Sharks	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes				
	Sutherland Shire FA				Yes	Yes						Yes		Yes	Yes
	Sydney Olympic	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes		Yes
	Sydney United	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes				
	Sydney University	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes	Yes
	UNSW FC				Yes	Yes						Yes		Yes	Yes
	Wollongong Wolves	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes				
	Sydney FC	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes				
	Western Sydney Wanderers	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes				
	Central Coast Mariners	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes	Yes
	North Shore Mariners	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes	Yes
	Western NSW Mariners	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes	Yes
	Football NSW Institute				Yes	Yes						Yes		Yes	Yes
	Emerging Jets				Yes	Yes						Yes		Yes	Yes
Southern Branch FC				Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes	Yes	
	Adamstown Rosebud	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes				
	Broadmeadow Magic	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes				
	Charlestown City Blues	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes				
	Edgeworth Eagles	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes				
	Hamilton Olympic	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes				
	Lake Macquarie City	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes				
	Lambton Jaffas	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes				
	Maitland Magpies	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes				
	Valentine FC	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes				
	Weston Bears	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes				
	Jets Academy	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes				
	Football Mid North Coast			Yes			Yes	Yes	Yes	Yes	Yes				
	North Coast Football						Yes	Yes	Yes	Yes	Yes				

		MENS			WOMENS		Boys				Girls				
		First Grade	U20s/Res	U18s	First Grade	Res/U19	U16	U15	U14	U13	U17	U16	U15	U14	U13
TAS	Croydon Kings	Yes	Yes												
	Cumberland United				Yes	Yes									
	Fulham United				Yes	Yes									
	MetroStars	Yes	Yes		Yes	Yes									
	Para Hills Knights	Yes	Yes												
	Salisbury Inter				Yes	Yes									
	South Adelaide	Yes	Yes												
	Sturt Lions	Yes	Yes												
	West Adelaide	Yes	Yes		Yes	Yes									
	West Torrens Birkalla	Yes	Yes												
	Adelaide United	Yes	Yes												
	SA NTC			Yes	Yes	Yes									
	Clarence United	Yes													
	Devonport	Yes													
VIC	Hobart Zebras	Yes													
	Kingborough Lions	Yes													
	Launceston City	Yes													
	Northern Rangers	Yes													
	Olympia FC Warriors	Yes													
	South Hobart	Yes													
	Alamein FC				Yes	Yes					Yes			Yes	
	Altona Magic	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
	Avondale FC	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
	Ballarat City	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
	Boyside United				Yes	Yes						Yes			Yes
	Bendigo City			Yes			Yes	Yes	Yes	Yes					
	Bentleigh Greens	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
	Box Hill United	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes			Yes	
Brunswick City	Yes	Yes	Yes			Yes	Yes	Yes	Yes						
Bulleen Lions	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes			Yes		
Calder United				Yes	Yes						Yes			Yes	
Dandenong City	Yes	Yes	Yes			Yes	Yes	Yes	Yes		Yes			Yes	
Dandenong Thunder	Yes	Yes	Yes			Yes	Yes	Yes	Yes						
Eastern Lions	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes					

	MENS			WOMENS		Boys				Girls				
	First Grade	U20s/Res	U18s	First Grade	Res/U19	U16	U15	U14	U13	U17	U16	U15	U14	U13
Geelong Galaxy Utd	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes		Yes	
Goulburn Valley Suns	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Green Gully	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Heidelberg United	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes		Yes	
Hume City	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Kingston City	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Langwarrin SC	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Melbourne Knights	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Moreland City	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Moreland Zebras	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Murray United	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Nanawading City	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Northcote City	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
North Geelong Warriors	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Oakleigh Cannons	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Pascoe Vale	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Port Melbourne Sharks	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
South Melbourne	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes		Yes	
Southern United				Yes	Yes						Yes		Yes	
Springvale Eagles	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
St Albans Saints	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Sunshine George Cross	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Werribee City	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Whittlesea Ranges	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Melbourne City	Yes	Yes	Yes				Yes							
Melbourne Victory	Yes	Yes	Yes				Yes							
NTC				Yes	Yes						Yes			
WA														
Armadale	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Balcatta	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Bayswater City	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Cockburn City	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
ECU Joondalup	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Ellenbrook United						Yes	Yes	Yes	Yes					
Floreat Athena	Yes	Yes	Yes			Yes	Yes	Yes	Yes					

	MENS			WOMENS		Boys				Girls				
	First Grade	U20s/Res	U18s	First Grade	Res/U19	U16	U15	U14	U13	U17	U16	U15	U14	U13
Forrestfield United	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Fremantle City						Yes	Yes	Yes	Yes					
Inglewood United	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Joondalup United	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Joondalup City						Yes	Yes	Yes	Yes					
Mandurah City						Yes	Yes	Yes	Yes					
Murdoch University						Yes	Yes	Yes	Yes					
Perth SC	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Quinns						Yes	Yes	Yes	Yes					
Rockingham City						Yes	Yes	Yes	Yes					
Sorrento	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
South West Phoenix						Yes	Yes	Yes	Yes					
Stirling Lions	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Subiaco	Yes	Yes	Yes			Yes	Yes	Yes	Yes					
Perth Glory	Yes	Yes	Yes			Yes	Yes	Yes	Yes					



ANNEXURE 15 - PFA Letter to FFA Chairman dated 28 July 2018



28 July 2018

Mr Steven Lowy AM  
Chairman  
Football Federation Australia

By Email: [kerri.lock@ffa.com](mailto: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**

A handwritten signature in blue ink, appearing to read 'John Didulica', with a small dot at the end.

**John Didulica**  
**Chief Executive**

**M:** + 61 (0) 408 390 866  
**E:** [john@pfa.net.au](mailto:john@pfa.net.au)

cc. Members & Chair of the Congress Review Working Group

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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	
<ul style="list-style-type: none"><li>Maria Berry</li><li>Nicki Bowman</li><li>Jeanette Jones</li><li>Catherine Ordway</li><li>Heather Reid AM</li></ul>	
Asian Football Confederation	
<ul style="list-style-type: none"><li>Ravi Kumar, Director, Member Associations &amp; International Relations, AFC</li></ul>	
APFCA	
<ul style="list-style-type: none"><li>Greg Griffin, Chairman and CEO, APFCA</li><li>Simon Pearce, Vice Chairman, Melbourne City, APFCA Member</li></ul>	
AAFC / NPL Clubs	
<ul style="list-style-type: none"><li>Rabieh Krayem, President</li><li>Nick Galatas, Legal Counsel</li></ul>	
Australian Sports Commission	
<ul style="list-style-type: none"><li>Kate Palmer, CEO</li><li>James Ceely, Deputy General Manager, Sport Business and Strategic Partnerships</li></ul>	
FIFA	
<ul style="list-style-type: none"><li>Nodar Akhalkatsi, Executive Director, Secretary General Division of FIFA</li><li>Luca Nicola, Head of Member Associations Governance Services, Secretary General Division of FIFA</li></ul>	
Football Coaches Australia	
<ul style="list-style-type: none"><li>James Kitching</li><li>Glenn Warry</li></ul>	
ACT Football Federation Incorporated	
<ul style="list-style-type: none"><li>Mark O'Neill, President</li></ul>	
Football Federation Australia (FFA)	
<ul style="list-style-type: none"><li>Steven Lowy AM, Chairman</li><li>Chris Nikou, FFA Board Member</li><li>Kelly Bayer Rosmarin, FFA Board Member</li><li>David Gallop AM, CEO</li><li>Tim Holden, Head of Legal, Business Affairs and Integrity</li><li>Emma Highwood, Head of Community, Football Development and Women's Football</li></ul>	
<ul style="list-style-type: none"><li>John Kent, Head of Communications and Corporate Affairs</li><li>Jo Setright, FFA Secretary</li></ul>	
Football NSW Limited	
<ul style="list-style-type: none"><li>Anter Isaac, President</li></ul>	
Northern NSW Football Limited	
<ul style="list-style-type: none"><li>Bill Walker, President</li></ul>	
Football Federation Northern Territory	
<ul style="list-style-type: none"><li>Stuart Kenny, President</li></ul>	
Football Queensland Limited	
<ul style="list-style-type: none"><li>Glenn Smith, President</li></ul>	
Football Referees Australia	
<ul style="list-style-type: none"><li>Strebre Delovski</li></ul>	
Football Federation South Australia	
<ul style="list-style-type: none"><li>Sam Ciccarello, President</li></ul>	
Football Supporters Australia	
<ul style="list-style-type: none"><li>Pablo Bateson, Interim Chairman</li></ul>	
Football Federation Tasmania	
<ul style="list-style-type: none"><li>Bob Gordon, President</li></ul>	
Football Federation Victoria	
<ul style="list-style-type: none"><li>Kimon Taliadoros, President</li></ul>	
Football West	
<ul style="list-style-type: none"><li>Liam Twigger, President</li></ul>	
Foxtel	
<ul style="list-style-type: none"><li>Patrick Delany, CEO</li></ul>	
Fox Sports	
<ul style="list-style-type: none"><li>Peter Campbell, CEO</li></ul>	
Moya Dodd	
<ul style="list-style-type: none"><li>Member, AFC Executive Committee and former Director, Football Federation Australia (2007 – 2017), former Member, FIFA Executive Committee (2013 – 2016)</li></ul>	
Professional Footballers Australia	
<ul style="list-style-type: none"><li>John Didulica, Chief Executive</li><li>Kathryn Gill, Deputy Chief Executive</li></ul>	
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