

Football Federation Australia Member Federation Charter

Details

Date

Parties

Name	Football Federation Australia Limited (ACN 106 478 068)
Short form name	FFA
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Name	ACT Football Federation Incorporated (ABN 16 413 452 268)
Short form name	Member Federation
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Name	Football NSW Limited (ACN 003 215 923)
Short form name	Member Federation
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Name	Football Federation Victoria (ABN 97 592 993 965)
Short form name	Member Federation
Address	Level 3, 436 St Kilda Road, MELBOURNE VIC 3001
Name	Football Federation South Australia (ABN 70 315 069 301)
Short form name	Member Federation
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Name	Northern NSW Football (ACN 001 887 467)
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Short form name	Member Federation
Address	Sports House, Lot 3730, Waratah Crescent, FANNIE BAY NT 0820
Name	Football West Limited (ACN 109 919 324)
Short form name	Member Federation
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Short form name	Member Federation
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PREAMBLE

In June 2007 at an Extraordinary General Meeting of Football Federation Australia Limited (FFA), each of the following state and territory governing bodies of football came together for the first time as members of FFA, the national governing body:

- *ACT Football Federation*
- *Football Federation Northern Territory*
- *Football Federation South Australia*
- *Football Federation Tasmania*
- *Football Federation Victoria*
- *Football New South Wales*
- *Football Queensland*
- *Football West*
- *Northern New South Wales Football*

*(collectively the **Member Federations**).*

This historic moment marked the culmination of the national unification process commenced following the release of the 2003 Crawford report. That process delivered a football landscape in Australia that sees FFA and each of the Member Federations working together to administer the game of football in Australia within a national constitutional and regulatory framework.

Since that meeting, FFA and the Member Federations have dedicated themselves to translating the structural unity achieved through the Crawford governance reforms into meaningful practice.

Central to this partnership is the role that each of FFA and the Member Federations play in the area of football development in their respective capacities as national and state governing bodies.

While Australia has enjoyed great moments of success on the football pitch and enjoys enviable participation levels, all the parties recognise that continued and regular high performance and sustained growth can only come from the implementation of a comprehensive, long-term, nationally consistent strategy.

In November 2007, FFA released the first ever National Football Development Plan (NFDP). This was the result of an extensive consultation process with key stakeholders – primarily the Member Federations.

The NFDP provides the blueprint for the development of football in Australia both at the talented player and broad participation levels.

*The NFDP sets out **what** is to be done to ensure the future growth and success of football at all levels and across all parts of the country.*

*This Charter between FFA and the Member Federations sets out **how** it is to be done. The Charter outlines the respective role and responsibilities of each body and how these dovetail and complement each other. It describes the cooperative working relationship between FFA and the Member Federations. This underpins the delivery of*

the National Football Development Plan and other components of football administration in Australia.

The Charter reflects what is happening now and what the parties agree will and must continue to happen in the future as each works with the others to ensure the best outcomes for the players, coaches, match officials, clubs, volunteers and spectators who make up the Australian football family.

Whilst the Charter has as its centrepiece the delivery of football development programs, it also covers other key areas of cooperation. Just as a comprehensive national football development strategy is critical to the game's future, so too is a strong, competitive national professional league. The Charter recognises this importance and the benefits to flow through Member Federations and A-League Clubs entering into cooperation agreements in their respective territories.

FFA and the Member Federations have drawn up this Charter together and are signatories to it as a record of their shared commitment to advancing the future success of football in Australia.

1 BACKGROUND

- 1.1 FFA has responsibility for the strategic direction, policy and governance of the playing, development and promotion of football in Australia.
- 1.2 FFA is a member association of Football Federation Internationale de Football Association (FIFA) the world governing body of football within the Asian Football Confederation and in that capacity represents the interest of Australian football to the AFC and FIFA.
- 1.3 Each Member Federation has responsibility within its region for the:
 - (a) conduct, development, strategic direction and promotion of football; and
 - (b) implementation of FFA strategies, policies, programs and regulations for the playing, development and promotion of football in Australia.
- 1.4 FFA and the Member Federations are committed to working together to develop and promote football within Australia and in each Member Federation's region by:
 - (a) building participation and sustained involvement in football at all ages and playing levels;
 - (b) developing the skill levels of all players that participate in football;
 - (c) providing development pathways and opportunities for talented and elite players and teams;
 - (d) providing development pathways and opportunities for coaches, referees and administrators;

- (e) providing strategic leadership to support facility development and utilisation strategies;
- (f) increasing the community interest in football both as a participant activity and a mass sporting entertainment; and
- (g) implementing national programs to ensure the experience and opportunities for participants are the same regardless of location.

2 THE CHARTER AND ITS SCHEDULES

2.1 FFA and the Member Federations have jointly developed and agreed to enter into this Charter to

- (a) assist each other to meet their responsibilities and pursue their agreed common aims for the development and promotion of football within Australia and each Member Federation's region
- (b) clearly delineate their respective areas of responsibility;
- (c) ensure that national strategies, policies and regulations are implemented consistently throughout Australia.

2.2 This Charter is intended to cover all areas in which FFA and the Member Federations interact with each other and the detailed provisions of the Charter are set out in these Schedules:

- (a) Schedule 1 – Football Development;
- (b) Schedule 2 – Interaction with A-League Clubs;
- (c) Schedule 3 – Women's Football;
- (d) Schedule 4 – Commercial Activities;
- (e) Schedule 5 – Events;
- (f) Schedule 6 – Marketing;
- (g) Schedule 7 – Government;
- (h) Schedule 8 - Media and Communications.

2.3 Following consultation with the Member Federations, these schedules will be updated from time to time to ensure consistency with the obligations of the Member Federations and FFA and FFA and the Member Federations may agree to add further schedules over time to:

- (a) assist FFA and the Member Federations meet their responsibilities and common aims; and
- (b) cover new projects to be undertaken by FFA and the Member Federations.

3 OBLIGATIONS

3.1 FFA and each Member Federation agrees to:

- (a) be bound by this Charter;
- (b) comply with the obligations and responsibilities that each has under this Charter and its schedules;
- (c) conduct itself at all times in pursuit of the agreed common aims;
- (d) consult with each other on their current and proposed activities as they relate to the implementation of this Charter and their respective Charter Implementation Annual Plan.
- (e) the convening of at least three meetings each year of FFA and the Chief Executive Officers of each Member Federation at which FFA and each Member Federation will provide an update on its activities as they relate to the implementation of this Charter and their respective Charter Implementation Annual Plan. It is envisaged that the Presidents of the Member Federations will join these meetings as required.

3.2 Each Member Federation agrees that it will

- (a) implement the strategies, policies, programs and regulations of FFA for the playing, development and promotion of football in Australia (**FFA Policies**)
- (b) when conducting its activities use its best endeavours to support and promote the FFA Policies to the greatest extent possible to achieve maximum efficiency and effectiveness in their implementation;
- (c) not implement any strategies, policies, programs or regulations that are inconsistent with or do not complement or support the FFA Policies or which in any way may adversely affect or limit the efficient and effective implementation of the FFA Policies.

3.3 CHARTER IMPLEMENTATION ANNUAL PLAN

3.4 Each Member Federation will each year prepare in consultation with FFA a Charter Implementation Annual Plan setting out how it intends to comply in that year with its obligations and responsibilities under the Charter.

- 3.5 FFA and each Member Federation agrees that they will by 15 September or such other agreed date each year meet to:
- (a) to review the Member Federation for its compliance that year with its Charter Implementation Annual Plan and the Charter generally; and
 - (b) mutually discuss the proposed content of the Charter Implementation Annual Plan for the following year including the support FFA may provide to the Member Federation.

The Member Federations and FFA will provide all necessary co-operation to each other to enable the conduct of this review.

- 3.6 Each Member Federation will each year by 15 October or such other agreed date submit to FFA a draft Charter Implementation Annual Plan for the following year that will seek to incorporate the matters that were discussed in the meeting.

- 3.7 FFA will each year review the draft Charter Implementation Annual Plan submitted by each Member Federation, meet as required with the Member Federation to discuss the draft and will seek by one month from receipt of the draft to provide its formal approval. If FFA considers that the implementation of the Charter Implementation Annual Plan may result in a Member Federation not complying with its obligations and responsibilities under the Charter, FFA will identify and discuss with the Member Federation amendments to the Charter Implementation Annual Plan to address these issues to enable approval.

- 3.8 FFA will, to support and supplement the annual development and review of the Charter Implementation Plan provide the Member Federation with relevant information on the conduct of relevant FFA activities.

4 MEMBER FEDERATION LICENCE

- 4.1 FFA grants each Member Federation within its region and in its capacity as the state or territory governing body recognised by FFA a licence to use the resources supplied to the Member Federation pursuant to this Charter including, for example, curriculum and educational material and equipment provided by national sponsors, for the purpose of the Member Federation complying with its obligations under its Charter Implementation Annual Plan. Each Member Federation acknowledges that all intellectual and other property rights in such resources remain the property of FFA and that the Member Federation will not authorise the use of those resources for any purpose unconnected with the performance of its obligations under its Operational Plan.

5 GENERAL

- 5.1 In the event that there is any dispute between FFA and a Member Federation as to the meaning or operation of this Charter, FFA and the Member

Federation will meet in good faith through their Chief Executive Officers or nominees for the purpose of resolving that dispute.

- 5.2 If within 28 days (or such later time as agreed) FFA and the Member Federation cannot resolve the dispute and the failure to resolve the dispute amounts to or will result in a fundamental breakdown in the relationship between FFA and the Member Federation, the Member Federation will cease to be a signatory to this Charter and its Charter Implementation Annual Plan will terminate in accordance with its terms.
- 5.3 For the avoidance of doubt, a dispute referred to in clause 5.2 is not a grievance that is subject to resolution under the national grievance procedure of FFA.

Executed in Sydney

Signed by Frank Lowy AC for and on behalf of **FOOTBALL FEDERATION AUSTRALIA** (ACN 106 478 068) in the presence of



Signature Date

Signature of witness Date



Name(print)

Name of witness (print)

Office held

Signed for and on behalf of **ACT Football Federation Incorporated** (ABN 16 413 452 268) in the presence of



Signature of officer Date

Signature of witness Date



Name of officer (print)

Name of witness (print)

Office held

Signed for and on behalf of **Football NSW Limited** (ACN 003 215 923) in the presence of



Signature of officer Date

Signature of witness Date



Name of officer (print)

Name of witness (print)

Office held

Schedule 1 – Football Development

1 FOOTBALL DEVELOPMENT

- 1.1 In November 2007 FFA released the National Football Development Plan.
- 1.2 The purpose of this Charter in relation to football development is to facilitate the implementation of the National Football Development Plan at state member level.
- 1.3 The purpose of football development is to:
- (a) improve the overall technical standard of the Australian player base;
 - (b) design and oversee the delivery of the best participation experience in Australian sport;
 - (c) identify, attract and retain more and better athletes particularly in the 12-16 age group;
 - (d) convert football participants to life-long fans of the Australian game;
 - (e) attract and retain more volunteers to the sport of football;
 - (f) increase the number of accredited coaches and referees; and
 - (g) ensure that facilities keep pace with demand.
- 1.4 Football development falls into two categories:
- (a) Game Development; and
 - (b) Talented Player Development.
- 1.5 The aim of Game Development is to educate, support, resource and service all football participants through:
- (a) participation (e.g. small sided football);
 - (b) coach education;
 - (c) referee education;
 - (d) club development;
 - (e) facilities;
 - (f) regulations;

- (g) football in schools;
- (h) inclusive initiatives;
- (i) indigenous programs;
- (j) women's football; and
- (k) futsal.

1.6 The aim of Talented Player Development is to provide a pathway for talented players, coaches and referees with associated high quality programs and resources. These include:

- (a) National Training Centres;
- (b) National Junior and Youth Championships;
- (c) National Futsal Championships;
- (d) National Curriculum;
- (e) Coach Scholarships;
- (f) Player Scholarships;
- (g) A-League
- (h) W-League;
- (i) National Youth League;
- (j) AIS; and
- (k) National Teams

2 RESPONSIBILITIES OF FFA AND THE MEMBER FEDERATIONS IN FOOTBALL DEVELOPMENT

2.1 FFA is responsible for:

- (a) creating the National Football Development Plan;
- (b) developing and aligning an organisational structure and personnel best suited to deliver this plan;
- (c) identifying the key areas of Football Development;
- (d) setting acceptable minimum standards for Member Federations;

- (e) formulating and improving Football Development policy as appropriate;
- (f) managing and exploiting all commercial (including intellectual property) rights to the Football Development Plan and the programs and activities within the Football Development Plan including all the programs and activities referred to in this schedule;
- (g) providing funding support for Football Development;
- (h) supplying resources and curriculum for Football Development;
- (i) measuring the effectiveness of the delivery of Football Development programs

in accordance with the Annual Implementation Plans for each Member Federation.

2.2 Each Member Federation is responsible for:

- (a) implementing in its region the Charter as it relates to Football Development;
- (b) leading all aspects of Football Development in its region;
- (c) supporting, promoting and adhering to the National Football Development Plan;
- (d) organising its Football Development structure to mirror FFA as much as possible; and
- (e) ensuring that FFA can maximise the commercial rights referred to at 2.1(f) including by ensuring obligations to FFA commercial partners are met (e.g. distribution of partner collateral to participants in the Member Federation region)

in accordance with its Charter Implementation Annual Plan .

3 KEY AREAS FOR FOOTBALL DEVELOPMENT

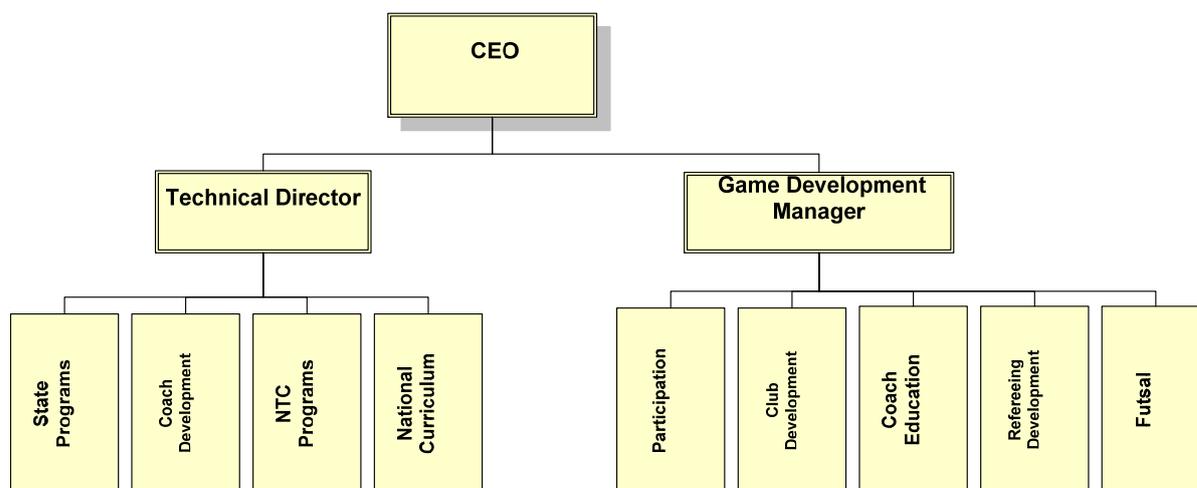
3.1 FFA has identified the following areas as being key for Football development:

- (a) Organisational Structure;
- (b) Talented Player Development Programs;
- (c) Participation Programs;
- (d) Coach Education;

- (e) Referee Development;
- (f) Club Development;
- (g) Futsal Development.

4 FOOTBALL DEVELOPMENT ORGANISATIONAL STRUCTURE

4.1 The organisational structure that FFA considers best suits Football Development at the Member Federation level is set out below. FFA acknowledges that while this is the preferred structure this may not be possible (or necessary) in smaller regions. This is the structure that should be adopted in larger regions.



4.2 Each Member Federation must appoint suitably qualified and experienced persons to the positions of Technical Director and Game Development Manager unless FFA in consultation with the Member Federation determines that the number of registered players is sufficiently small that the positions may be combined in a joint position, in which case the combined position will be known as Technical Director.

4.3

- (a) The Technical Director will report to the CEO of the Member Federation who will undertake to ensure that the Technical Director follows the directions of the FFA National Technical Director on all football technical matters; and
- (b) The Game Development Manager will report to the CEO of the Member Federation who will undertake to ensure that the Game Development Manager follows the directions of the FFA Head of Game Development on all Game Development related matters.

- 4.4 FFA in consultation with the Member Federation will develop standard Position Description templates for each of these roles and FFA will participate in the selection process of appointments for these roles.

5 PLAYER DEVELOPMENT PROGRAM

- 5.1 FFA is responsible for:

- (a) the conduct of National Youth Championships (NYC) and National Junior Championships (NJC) including organisation of air and ground transport, equipment, refreshments, referees and technical Staff;
- (b) the creation and distribution of the National Curriculum and associated programs and resources, to be used by coaches at this level;
- (c) the development of a National Club Accreditation Scheme;
- (d) the provision of funding for NTC programs;
- (e) the facilitation of MOU's between FFA, Member Federations, SIS/SAS and where applicable Hyundai A-League clubs in the Member Federation's region with respect to player development;
- (f) technical leadership, advice and support from the FFA National Technical Director

in accordance with the Annual Implementation Plans for each Member Federation.

- 5.2 The roles and responsibilities of each Member Federation are:

- (a) putting in place appropriate competition structures for talented players;
- (b) to support the communication and implementation of all aspects of the National Curriculum in a manner consistent with FFA's strategies, policies and regulations;
- (c) to actively support the NTC program (male and female) within their region;
- (d) identifying players, selecting and preparing teams for the National Junior and Youth Championships;
- (e) ensuring there are minimum coaching accreditation qualifications and experience for coaches operating at the above levels;
- (f) coordinating the staged rollout of the National Club Accreditation Scheme (NCAS) system at State Premier League level, private provider, school

and grassroots club, including monitoring and evaluation of clubs against the criteria;

- (g) adherence to the National Curriculum; and
- (h) entering into MOU's between FFA, SIS/SAS, Hyundai A-League clubs and the Member Federation

in accordance with its Charter Implementation Annual Plan.

6 PARTICIPATION PROGRAM

6.1 Small-Sided Football

6.1.1 The roles and responsibilities of FFA in this area are:

- (a) the continuation of the SSF communication and education process through access to FFA personnel for presentations and demonstrations;
- (b) creation and distribution of SSF education and promotional material in a timely manner

in accordance with the Annual Implementation Plans for each Member Federation.

6.1.2 The roles and responsibilities of each Member Federation are:

- (a) Implementation of SSF;
- (b) the distribution of SSF resources in a timely and supportive manner;
- (c) the continuation of the education process at association and club level through the staging of practical demonstrations and workshops;
- (d) advocacy, endorsement and promotion of the benefits of playing small-sided football amongst the football community

in accordance with its Charter Implementation Annual Plan.

6.2 Cottee's Schools 5-a-side

6.2.1 The roles and responsibilities of FFA are:

- (a) the creation and distribution of:
 - (i) Administrative documentation including invitation, rules, game leader and classroom resource templates;

- (ii) Delivery Equipment, Staff Clothing, Signage, Participant Giveaways;
- (iii) Funding to assist with casual staff

in accordance with the Annual Implementation Plans for each Member Federation.

6.2.2 The roles and responsibilities of each Member Federation are:

- (a) Designate a staff member to organise gala days;
- (b) Coordinate the planning and administration of the program within their region;
- (c) Attend and conduct each gala day;
- (d) Source casual staff as required

in accordance with its Charter Implementation Annual Plan.

6.3 Indigenous Football Development Program (IFDP)

6.3.1 The roles and responsibilities of FFA are:

- (a) conduct of Indigenous Football Development Program including the Indigenous Football Festival;
- (b) leadership and support in the development of the program;
- (c) access to Indigenous Ambassadors for community visits

in accordance with the Annual Implementation Plans for each Member Federation.

6.3.2 The roles and responsibilities of each Member Federation are:

- (a) Practical support in the IFDP including the identification of communities/regions/teams for development activities and preparation for the Festival;
- (b) close liaison with Indigenous Sport Development Officers throughout the country when undertaking the above;
- (c) as much as possible, integration of players into existing competitions; and
- (d) identification of talented players through the IFDP

in accordance with its Charter Implementation Annual Plan.

6.4 National Disability Action Plan

6.4.1 The roles and responsibilities of FFA are:

- (a) creation of National Disability Action Plan;
- (b) identification of the Disability Sport Groups to be supported under the plan;
- (c) leadership and support in the development of programs (if required);
- (d) development of coach education module/s equipping coaches for working with players with disabilities;
- (e) sharing of information between Member Federations and from other sports on effective approaches to disability programs; and
- (f) distribution of funding from the Australian Sports Commission (as available)

in accordance with the Annual Implementation Plans for each Member Federation.

6.4.2 The roles and responsibilities of each Member Federation are:

- (a) input into the National Disability Action Plan;
- (b) close liaison with Disability Sport Groups;
- (c) supporting clubs and associations with the provision of regular programs and events as appropriate;
- (d) as much as possible, integration of players into existing competitions; and
- (e) identification of talented players through these programs

in accordance with its Charter Implementation Annual Plan.

7 COACH EDUCATION

7.1 The roles and responsibilities of FFA are:

- (a) the creation and distribution of a Coach Education Policies and Procedures Manual;
- (b) the review and revision of community courses including course material;

- (c) the creation and distribution of resources for all community coach education courses;
- (d) providing access to the online coaching tool for all coaches accredited with FFA (except Grassroots Coaching Certificate);
- (e) the staging of the annual National Coaching Conference;
- (f) the provision of update seminars and lectures;
- (g) the central coordination of the accreditation process;
- (h) the staging of and selection of coaches for FFA (AFC) Advanced Coaching Courses as well as FIFA courses as appropriate

in accordance with the Annual Implementation Plans for each Member Federation.

7.2 The roles and responsibilities of each Member Federation are:

- (a) adherence to the FFA Coach Education Policies & Procedures Manual;
- (b) delivery and quality control of all community coach education courses within their respective regions;
- (c) training of instructors for the delivery of these courses (including identification of suitable instructors for Advanced courses);
- (d) supporting coaches at club and association level with the provision of regular update seminars and sessions;
- (e) day to day management of the accreditation/re-accreditation process and the associated coaches database;
- (f) attendance at all FFA coach education workshops;
- (g) recommendation of talented coaches and instructors for FFA Advanced Courses;
- (h) adherence to minimum coach accreditation standards for Member Federation administered competitions; and
- (i) promotion and functional support of the S2S online coaching tool

in accordance with its Charter Implementation Annual Plan.

8 REFEREE DEVELOPMENT

8.1 The roles and responsibilities of FFA are:

- (a) The formulation and implementation of a National Refereeing Strategy;
- (b) review and revision of match officiating education courses including presenter material;
- (c) provision of participant resources for all match officiating education courses;
- (d) staging of update seminars and lectures for match officials;
- (e) central coordination of the accreditation process;
- (f) identification and selection of talented match officials for involvement in representative and national competitions including the National Futsal, Junior and Youth Championships, W-League, Hyundai A-League and National Youth League

in accordance with the Annual Implementation Plans for each Member Federation.

8.2 The roles and responsibilities of each Member Federation are:

- (a) Actively support the implementation of the National Refereeing Strategy;
- (b) delivery and quality control of all match officiating education courses within their respective regions;
- (c) training of instructors for the delivery of these courses;
- (d) supporting match officials at association level with the provision of regular update seminars and sessions;
- (e) day to day management of the accreditation/re-accreditation process and the associated match officials database;
- (f) attendance at all FFA refereeing development workshops;
- (g) recommendation of talented match officials and instructors for higher level courses as well as for National Championships;
- (h) adherence to minimum match official accreditation standards for Member Federation administered competitions; and
- (i) distribution of resources for FFA referee development courses

in accordance with its Charter Implementation Annual Plan.

9 CLUB DEVELOPMENT

9.1 The roles and responsibilities of FFA are:

- (a) to provide access to the MyFootballClub sports administration system in a staged manner including the provision of training and support materials for Member Federation and Zone/Association personnel;
- (b) to provide training and resource support for Member Federations in the education and communication process associated with the rollout of the MyFootballClub system;
- (c) the formulation of a club development strategy which includes the launch of a volunteer management program, the staging of volunteer recognition events and the creation and distribution of resources aimed at administrators;
- (d) the staged implementation of a National Club Accreditation Scheme (NCAS)

in accordance with the Annual Implementation Plans for each Member Federation.

9.2 The roles and responsibilities of each Member Federation are:

- (a) compliance with all aspects of the FFA National Registration Process including use of the MyFootballClub system, completion of appropriate registration forms and provision of electronic player data;
- (b) to play a lead role in the education and communication strategy as part of the rollout of the MyFootballClub system;
- (c) to provide training and resource support for clubs and zones/associations as they roll out the MyFootballClub system;
- (d) to actively assist in the promotion of the Volunteer Program and coordinate, on a local level, the staging of the various events that need to occur as part of the program;
- (e) to support the distribution of training materials and deliver seminars and information sessions to volunteers as required; and
- (f) to manage the coordination of the accreditation & rating scheme within their particular region

in accordance with its Charter Implementation Annual Plan.

10 FUTSAL DEVELOPMENT

10.1 The roles and responsibilities of FFA are:

- (a) to create a dedicated National Futsal Strategy for men and women;
- (b) to lead the process of implementing this Strategy;
- (c) to oversee the staging of the National Futsal Championships (NFC) and provide support to the Member Federation host in the organisation of air travel, facilities, equipment, refreshments, referees and technical Staff;
- (d) to ensure that futsal is effectively serviced across all aspects of Game Development, in particular referee and coach education;
- (e) to select a National men's team to compete in matches/tournaments; and
- (f) to develop a strategy for the future establishment of a National women's team

in accordance with the Annual Implementation Plans for each Member Federation.

10.2 The roles and responsibilities of each Member Federation are:

- (a) to actively support the implementation of the National Futsal Strategy;
- (b) to provide ongoing futsal competitions within their respective regions;
- (c) to deliver Game Development programs and services in the areas of coach and referee education; and
- (d) to select and prepare representative teams for the National Futsal Championships

in accordance with its Charter Implementation Annual Plan.

Schedule 2 – Interaction with A-League Clubs

1 COOPERATION AGREEMENTS

- 1.1 FFA and the Member Federations recognise the importance of positive engagement with A-League Clubs in their region and the benefits that can flow from such positive engagement.
- 1.2 Accordingly FFA will require that A-League licences are issued subject to the condition that the Club licensee commits to entering into an agreement with its relevant Member Federation in the Club's territory to cooperate in relation to the promotion of football and the A-League in the territory (**Cooperation Agreement**).
- 1.3 For their part, each Member Federation will work constructively with its relevant A-League Club (or Clubs) to enter into a mutually beneficial and appropriate Cooperation Agreement that is capable of being performed by the Member Federation and the Club respectively.
- 1.4 It is envisaged that the Cooperation Agreement will include but not be limited to measures to:
- (a) assist the Member Federation, district and junior associations and clubs and State Institute of Sport within the Member Federation Territory with the implementation of national education and development programs;
 - (b) within the constraints of each party's respective sponsorship arrangements, provide beneficial A-League offerings (e.g. discounted memberships, invitations to Club events/functions) to players registered with the Member Federation and exchange information, including access to Member Federation databases for the purpose of promoting such beneficial offers and the growth of football in the Member Federation Territory;
 - (c) make Players available on a regular basis for game promotional and development initiatives such as attendances at football clinics, registration days, presentation events, community, fundraising and charity events that link all levels of football and the community;
 - (d) work together in the area of talent identification and player recruitment and retention in particular by jointly providing a continuous player pathway for talented footballers to deliver the maximum benefit to Member Federation competitions, the A-League, the National Youth League, the W-League, the State Institute of Sport, the Club and individual players;

- (e) make coaching staff available on a regular basis for promotional and development initiatives such as hosting Club football clinics, attendances at Member Federation football clinics, registration days, presentation events;
- (f) provide game development opportunities pertaining to "money can't buy" opportunities for players or coaches registered with Member Federations that ultimately provide free access to match day and training environments;
- (g) website links;
- (h) joint branding on shared initiatives (subject to standard FFA approval);
- (i) actively pursue new ways to work together for the benefit and growth of football within the Member Federation Territory;
- (j) proactively grow the football database of players and registrations and further openly share this data for participation and attendances at local, W-League, NYL, A-League and national team's game attendances, building connections and goodwill with the game at all levels; and
- (k) work together to promote the game of football whenever possible within the territory.

1.5 FFA will use its reasonable endeavours to ensure compliance by each relevant A-League Club with the Cooperation Agreement with its Member Federation including to:

- (a) obtain access for the Member Federation to players and coaches from A-League Clubs in the Member Federation's region for player and coach development purposes; .
- (b) assist members of the Member Federation to obtain ticketing or membership opportunities on favourable terms with A-League Clubs in Member Federation's region.

1.6 FFA will use its best endeavours to facilitate the transfer of players between A-League Clubs in the Member Federation's region and clubs that participate in competitions conducted under the auspices of the Member Federation.

Schedule 3 – Women’s Football

1 WOMEN’S FOOTBALL DEVELOPMENT

1.1 The roles and responsibilities of FFA are:

- (a) to develop and maintain in consultation with the Member Federations the FFA Women’s Strategic Plan;
- (b) to coordinate further research projects in the area of women and girls football including detailed analysis of participation rates and trends;
- (c) to facilitate access to the coaching, refereeing and administrative courses, programs and pathways for those females interested in pursuing these areas;
- (d) to foster and develop leadership roles for women in management and administration of football;
- (e) to provide a clear framework for talent identification

in accordance with the Charter Implementation Annual Plan for each Member Federation.

1.2 The roles and responsibilities of each Member Federation are to:

- (a) actively support the implementation of the National Football Women’s Strategic Plan;
- (b) actively support the conduct of research projects in the area of women and girls football;
- (c) facilitate access to the coaching, refereeing and administrative courses, programs and pathways for those females interested in pursuing these areas;
- (d) champion and promote within its region Women’s Football and the participation of women in football;
- (e) provide development pathway opportunities for female players within its region

in accordance with its Charter Implementation Annual Plan.

2 W-LEAGUE

2.1 FFA will, in consultation with the Member Federations and the A-League Clubs

- (a) develop the structure of and administer the W-League competition;
- (b) prepare a marketing and communication strategy for the W-League;
- (c) support and guide the Member Federations and the A-League Clubs in the promotion of the W-League;
- (d) work with its sponsor and broadcast partners to create promotional opportunities for the W-League and its teams for the purpose of building awareness of Women's Football;
- (e) seek commercial support for the W-League; and
- (f) support and guide the Member Federations and the A-League Clubs in relation to funding opportunities for the W-League

in accordance with the Charter Implementation Annual Plan for each Member Federation.

2.2 Each Member Federation will in conjunction with the A-League Club where relevant use its reasonable endeavours to:

- (a) coordinate and lead its region's participation in the W-League within the guidelines of FFA and in the best interests of its region;
- (b) promote the W-League within its region;
- (c) prepare and implement a marketing and communications plan for any W-League Club within its region;
- (d) support the W-League national partners leverage opportunities within its region;

in accordance with its Charter Implementation Annual Plan.

3 PROMOTION/MEDIA/GOVERNMENT SUPPORT

3.1 FFA will use its best endeavours to:

- (a) generate media coverage of Women's Football through the national media; and
- (b) assist and guide the Member Federation in creating ambassadors for Women's Football.

3.2 Each Member Federation will use its best endeavours to:

- (a) develop opportunities for commercial and government support within its region for Women's Football; and

- (b) implement promotional activities such as school appearances with key women players to promote the development pathway opportunities for female players

in accordance with its Charter Implementation Annual Plan.

4 EVENTS

4.1 FFA will use its best endeavours to:

- (a) assess international event opportunities for Women's Football; and
- (b) promote international Women's Football events.

4.2 Each Member Federation will use its best endeavours to:

- (a) support the attempts of FFA to secure international Women's Football events; and
- (b) promote any international Women's Football event secured by FFA.

Schedule 4 – Commercial Activities

1 GENERAL

1.1 FFA and the Member Federations recognise the importance to each others' businesses of obtaining third party financial and other support for their activities and in the case of FFA sponsors, the importance of maximising FFA's ability to secure nationally generated revenue that can be directed back into the development and support of national programs.

1.2 To this end, FFA and the Member Federations agree that they must keep each other informed about commercial arrangements they each have in place and, acting reasonably and with due regard for commercial confidentiality, those that they are proposing to implement which may impact upon the other party.

2 SPONSORS

2.1 FFA will provide from time to time a list of FFA current national sponsors and work with the Member Federations to provide introductions to the FFA national sponsors with a view to assisting the Member Federations to secure local support and potential sponsor benefits.

2.2 Each Member Federation

(a) Acknowledges that FFA owns and has the sole right to manage and exploit all commercial (including intellectual property) rights to the Football Development Plan and the programs and activities within the Football Development Plan including all the programs and activities referred to in schedule 1;

(b) will ensure that FFA can maximise the commercial rights referred to at 1.1(a) including by ensuring obligations to FFA commercial partners are met (e.g. distribution of partner collateral to participants in the Member Federation region); and

(c) will ensure that no competitors of sponsors of FFA Football Development Programs are granted any sponsorship rights in connection with those programs.

2.3 Each Member Federation will grant to the extent that it is able, FFA national sponsors a first right of negotiation for sponsorship rights in the same category as granted by FFA.

3 FFA BROADCAST PARTNERS

- 3.1 Each Member Federation will grant to the extent that it is able, FFA broadcast partners a first right of negotiation for broadcast rights for competitions that it conducts.

Schedule 5 – Events

1 FFA EVENTS

- 1.1 Each Member Federation will if requested by FFA use its best endeavours to provide volunteers to assist in the conduct of FFA events in the Member Federation's region.

2 INTERNATIONAL EVENTS

- 2.1 Each Member Federation agrees that it will not stage any friendly matches involving teams representing overseas clubs or countries without the express written consent of FFA.

Schedule 6 – DATA USE

1 PROTOCOL

- 1.1 FFA will, in consultation with the Member Federations, develop a protocol for access to and use of the data collected under the national registration system including in the FFA CRM system, MyFootballClub, for legitimate administration, marketing and commercial purposes of FFA and the Member Federations.
- 1.2 Each Member Federation agrees that it will in accordance with its Charter Implementation Annual Plan, adopt the FFA CRM system for registration of members within its region and use the data to which it has access in accordance with the protocol referred to at 1.1.
- 1.3 Each Member Federation agrees that it:
 - (a) will use its best endeavours to obtain access for FFA to non-centralised databases for the purpose of promoting FFA events; and
 - (b) in setting up any database, it will seek the necessary consents to obtain the right for FFA to use non-centralised databases for this purpose.

Schedule 7 – Government

1 GOVERNMENT

- 1.1 FFA and the Member Federations each acknowledge that interaction with government at all levels is a regular and important element of the work that the Member Federations undertake in their capacity as state governing bodies and that FFA undertakes in its capacity as national governing body.
- 1.2 Particularly in respect of major government decisions and support relating to football and to maximise the benefits that may flow to football from such decisions, FFA and the Member Federations acknowledge it is important that football governing bodies to the greatest extent possible present a consistent face to government whilst recognising that there may be issues of differing significance at local and national levels.
- 1.3 To this end FFA and the Member Federations agree to use reasonable endeavours to keep each other informed of any significant dealings with government particularly in relation to government support to:
- (a) hold any major event;
 - (b) fund any football development;
 - (c) fund any infrastructure development; or
 - (d) acquire any significant asset.
- 1.4 Each Member Federation agrees that any request that it makes for government assistance will be consistent with its obligations under this Charter, including its obligations in connection with the implementation of the strategies, policies and regulations of FFA.
- 1.5 Each Member Federation agrees that it will give good faith consideration to any request that FFA makes in connection with any request that it wishes to make for government assistance that falls within clause 1.3.
- 1.6 FFA agrees that it will give good faith consideration to providing appropriate advocacy support to a Member Federation in respect of requests it may make for government assistance.

Schedule 8 – Media and Communications

1 COMMUNICATION

- 1.1 Each Member Federation agrees that its communications with the public and the media on issues concerning the growth and promotion of football in Australia will be:
- (a) consistent with the Charter and its agreed common aims with FFA;
 - (b) generally consistent with the positions adopted by FFA on the relevant subject; and
 - (c) in clear and positive terms.

2 MEDIA

- 2.1 Each Member Federation agrees that prior to any media announcement on a significant issue arising under the Charter, it will consult with FFA as to the content of the announcement.
- 2.2 Each Member Federation agrees that it will notify FFA as soon as practicable of any issue concerning the Member Federation that is receiving or likely to receive media attention and that may have a whole of game or broader significance in order that FFA may prepare its public position and, if appropriate, develop a joint public position with the Member Federation.
- 2.3 FFA agrees that it will notify a Member Federation as soon as practicable of any issue of which FFA has become aware concerning that Member Federation that is receiving or likely to receive media attention in order that the Member Federation may prepare its public position and, if appropriate, develop a joint public position with FFA.