



Referee Management
Structure

Comparative Analysis

MF Referee Management Analysis

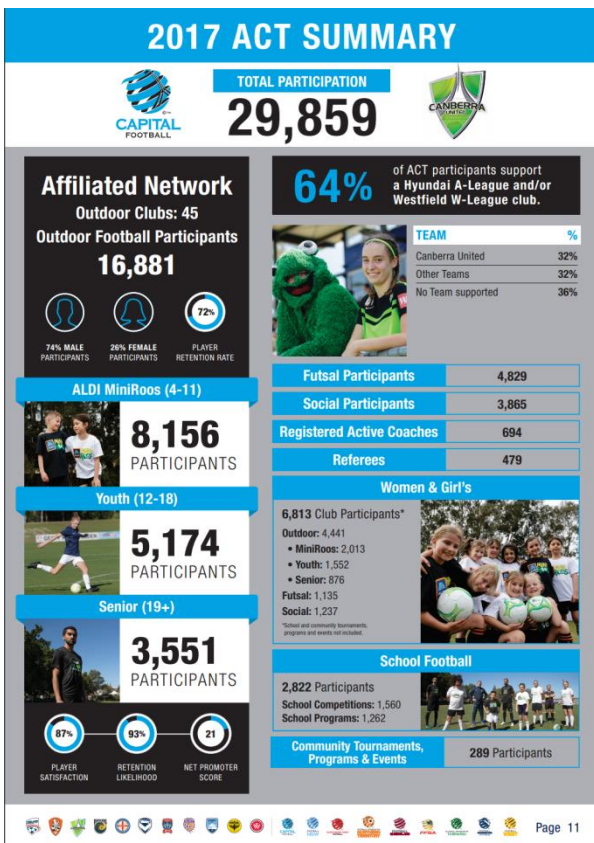
Overview of the Analysis

- This document provides a comparative analysis of the referee management structures implemented by FFA Member Federations
- The analysis considers the areas of:
 - Governance
 - Registrations
 - Appointment Processes
- Comparative Analysis assumptions;
 - Green = majority alignment to Capital Football Operations
 - Orange = partial alignment to Capital Football Operations
 - Green = majority alignment to Capital Football Operations
- Capital Football sought advice from the relevant Member Federation Referee Managers in regards to the structures implemented in their State or Territory.
- Participant data is taken from the 2017 FFA Participant Census
- This document provides our high level understanding of management structures across the country.

Referee Governance Structure Analysis

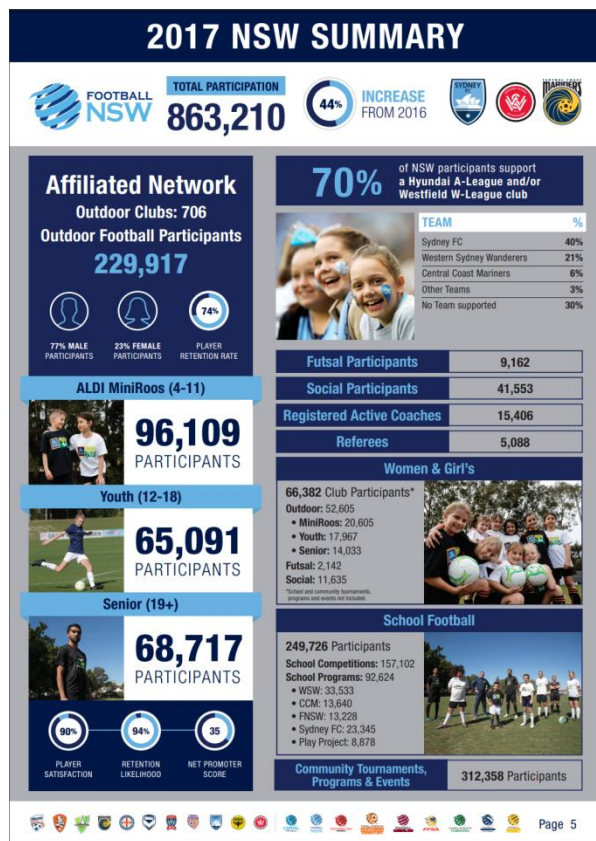
Australian State and Territory Member Federation

Capital Football: Referee Governance Structure



Capital Football Staff	Committees	Club's
<p>Referee Development Manager</p> <p>Responsible for the overall growth and development of refereeing.</p> <p>Oversees the recruitment, retention and recognition of referees throughout the ACT and region.</p>	<p>Referees' Technical Committee</p> <p>The Referees Technical Committee (RTC) is responsible for the performance of all of Capital Football's referees and for the implementation of the national refereeing curriculum under the direction of FFA.</p>	<p>Club Referee Coordinator</p> <p>The Club Referee Coordinator oversees the administration and appointments of referees and game leaders to Junior league matches at their club.</p>
<p>Coordinator of Referees</p> <p>Responsible for the management of registrations and accreditations and providing administrative support to registered match officials.</p> <p>Entering NPL, NPLW and Senior CL appointments to Unchained, which are set by the RTC.</p>	<p>Referees' Standing Advisory Committee</p> <p>The RSAC is to advise the Board and the CEO on strategic and policy matters relating to Football (including Futsal) referees and refereeing and represents the interests of the Capital Football Referees' membership to the Board and Capital Football employees.</p>	

Referee Governance Structure: Football NSW



Football NSW Staff	Committees	Referee Branches
Referee Development & Education Manager	Referees Standing Committee	Independent Branch Committees servicing each Association
Referee Education Coordinator		
Community Football Referees Coordinator		
Referee Appointments Coordinator		

Comparison to Capital Football Governance Structure		
FNSW has dedicated resources for referee appointment, support of referee branches / football associations and development of education and training resources.	FNSW does not have a separate Referees Technical Committee, functions assumed by Referees Standing Committee.	FNSW Associations or Branches servicing the Associations are responsible for refereeing in their jurisdiction with support provided by FNSW.

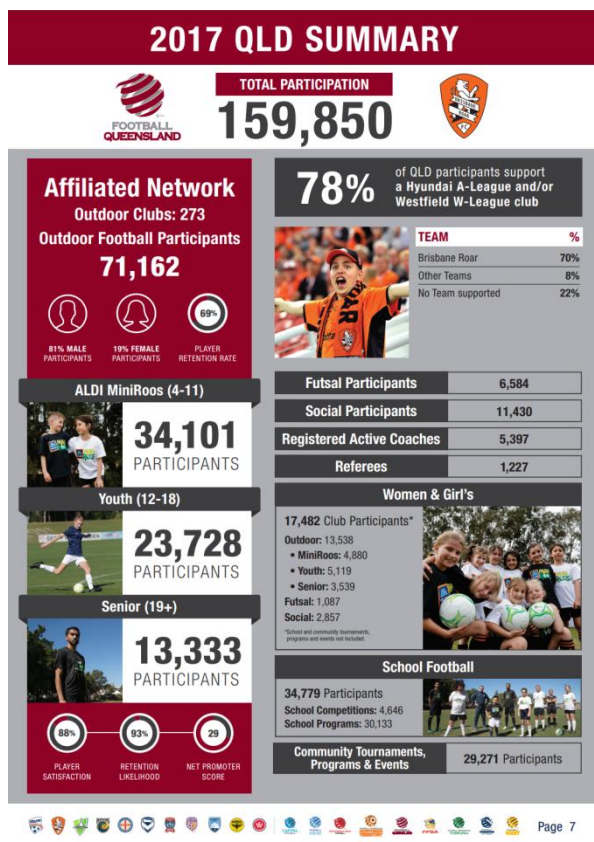
Referee Governance Structure: FF Victoria



FF Victoria	Committees	Referee Branches (x9)
Referee Manager	Referees' Standing Committee	Head Instructor
Referee Youth Development Manager	Referees' Technical Committee	Branch Administrator
Referee Operations & Appointments Manager	Referees Youth Council	Appointments Officer
Referee Operations & Education Coordinator		Branch Coach(s)
		Practical Trainer(s)
		Level 4 Coordinator(s)

Comparison to Capital Football Governance Structure		
FFV have specific role dedicated to youth referee development, appointments and education.	CF does not have a Youth Referee Committee.	FFV have Zone Referee Branches that service clubs in their region.

Referee Governance Structure: Football Queensland



Football Queensland	Committees	Zone's (x10)
Referee Development Officer	Referees' Technical Committee	Referee Development Coordinator
Referee Administrator		Referee Appointments Officer
Referee Appointments Officer		

Comparison to Capital Football Governance Structure		
FQ have a dedicated appointments officer.	FQ does not have a Referees Standing Advisory Committee.	FQ have Zone Referee Branches that service clubs in their region.

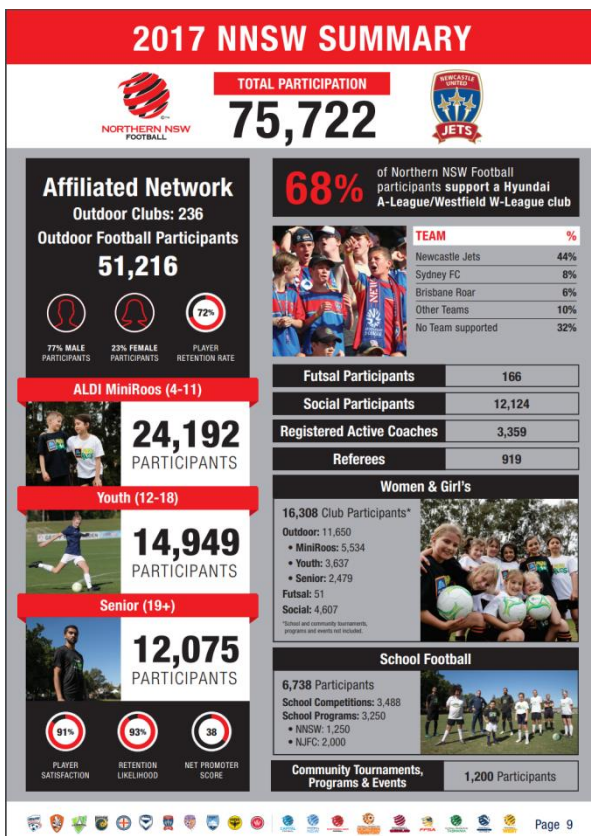
Referee Governance Structure: Football West



Football West	Committees	Regional Associations
Referees Manager	Referees' Technical Committee	Referee Coordinator or volunteer responsible for overseeing administration of referees.
Referees Support Officer	Referees' Standing Committee	

Comparison to Capital Football Governance Structure		
Aligns with CF.	Aligns with CF.	FW have Zone Referee Branches that service clubs in their region.

Referee Governance Structure: Northern NSW Football



Northern NSW Football	Committees	Referee Branches
Match Official Development & Administration Coordinator	Referees' Technical Committee	Independent Branch Committees
Community Senior Club & Referee Development Officer	Referees' Standing Committee	

Comparison to Capital Football Governance Structure		
NNSW Referee management and development sits with Community Football Manager and Football operations Manager.	Aligns with CF.	NNSW have Zone Referee Branches that service clubs in their region.

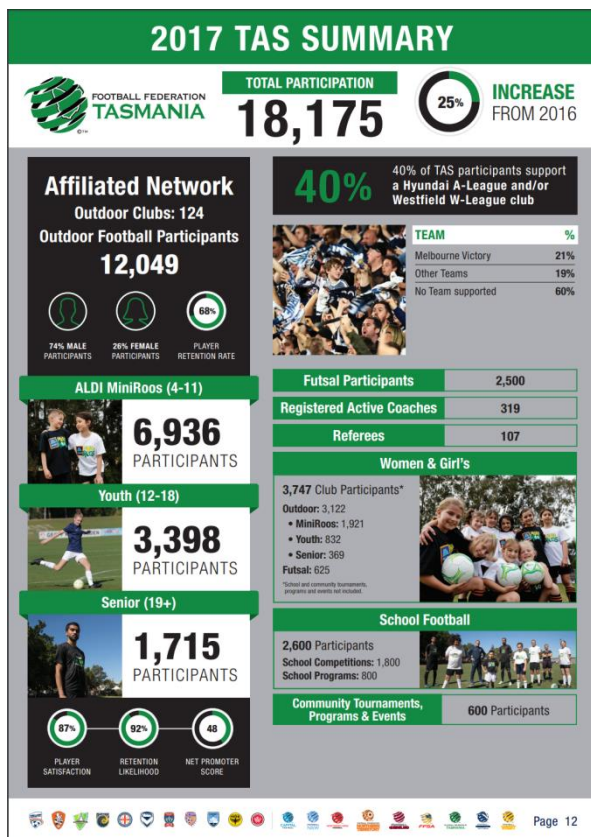
Referee Governance Structure: FF South Australia



FF South Australia	Committees	
Manager of Referee Development	Referees' Technical Committee	
Referee Administrator	Referees' Advisory Group	

Comparison to Capital Football Governance Structure		
Aligns with CF.	Aligns with CF.	FFSA does not manage referee appointment or development at local clubs.

Referee Governance Structure: FF Tasmania



FF Tasmania	Committees	
Referee Manager	Referees' Technical Committee	
	Referee Standing Committee	

Comparison to Capital Football Governance Structure		
One paid position to look after appointments of all competitions, administration, training and education.	Aligns with CF.	FFT does not manage referee appointment or development at local clubs.

2017 Referee Registration Analysis

Australian State and Territory Member Federation

Referee Registrations: Capital Football

2017 ACT SUMMARY

TOTAL PARTICIPATION
29,859

Affiliated Network
Outdoor Clubs: 45
Outdoor Football Participants
16,881

74% MALE PARTICIPANTS
26% FEMALE PARTICIPANTS
72% PLAYER RETENTION RATE

ALDI MiniRoos (4-11)
8,156 PARTICIPANTS

Youth (12-18)
5,174 PARTICIPANTS

Senior (19+)
3,551 PARTICIPANTS

87% PLAYER SATISFACTION
93% RETENTION LIKELIHOOD
21 NET PROMOTER SCORE

64% of ACT participants support a Hyundai A-League and/or Westfield W-League club.

TEAM	%
Canberra United	32%
Other Teams	32%
No Team supported	36%

Futsal Participants	4,829
Social Participants	3,865
Registered Active Coaches	694
Referees	479

Women & Girl's
6,813 Club Participants*
Outdoor: 4,441
• MiniRoos: 2,013
• Youth: 1,552
• Senior: 876
Futsal: 1,135
Social: 1,237

School Football
2,822 Participants
School Competitions: 1,560
School Programs: 1,262

Community Tournaments, Programs & Events
289 Participants

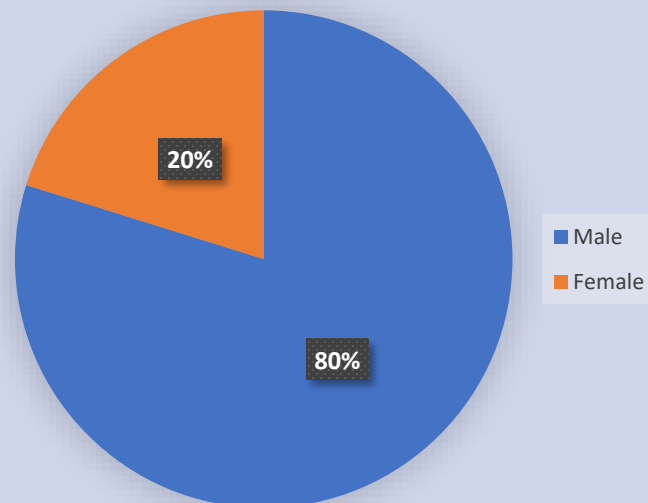
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Capital Football Referee Registrations

Total Registrations 607

Growth v 2016 -6%

Male v Female Registrations



Referee Registrations: Football NSW

2017 NSW SUMMARY


TOTAL PARTICIPATION
863,210


44% INCREASE
 FROM 2016



Affiliated Network

Outdoor Clubs: 706
 Outdoor Football Participants
229,917


 77% MALE PARTICIPANTS

 23% FEMALE PARTICIPANTS

 74% PLAYER RETENTION RATE

ALDI MiniRoos (4-11)


96,109
 PARTICIPANTS

Youth (12-18)


65,091
 PARTICIPANTS

Senior (19+)


68,717
 PARTICIPANTS


 90% PLAYER SATISFACTION

 94% RETENTION LIKELIHOOD

 35% NET PROMOTER SCORE

70% of NSW participants support a Hyundai A-League and/or Westfield W-League club

TEAM	%
Sydney FC	40%
Western Sydney Wanderers	21%
Central Coast Mariners	6%
Other Teams	3%
No Team supported	30%

Futsal Participants	9,162
Social Participants	41,553
Registered Active Coaches	15,406
Referees	5,088

Women & Girl's

66,382 Club Participants*

Outdoor: 52,605

- MiniRoos: 20,605
- Youth: 17,967
- Senior: 14,033

Futsal: 2,142

Social: 11,635

*School and community tournaments, programs and events not included.

School Football

249,726 Participants

School Competitions: 157,102

School Programs: 92,624

- WSW: 33,533
- CCM: 13,640
- FNSW: 13,228
- Sydney FC: 23,345
- Play Project: 8,878

Community Tournaments, Programs & Events

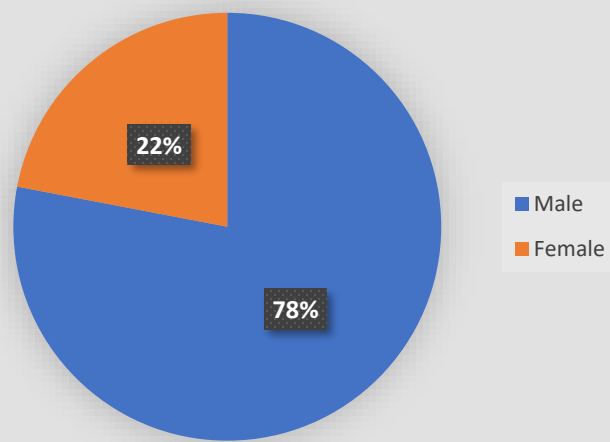
312,358 Participants

Football NSW Referee Registrations

Total Registrations 5,088

Growth v 2016 2.4%

Male v Female Registrations*



* FNSW Participation Statistics from 2017 Annual Report

Comparison to 2017 Capital Football Referee Registrations

FNSW referee registrations are trending upwards.

FNSW referee registrations are 8 times the size of CF referee registrations.

Referees represent 0.6% of total participants compared to CF (2%).

CF Referees represent 2% of total participants v FNSW referees at 0.6% of total participants.

Referee Registrations: FF Victoria

2017 VIC SUMMARY

FOOTBALL FEDERATION VICTORIA

TOTAL PARTICIPATION
284,633

81% of VIC participants support a Hyundai A-League and/or Westfield W-League club

Affiliated Network
Outdoor Clubs: 340
Outdoor Football Participants: **69,401**

81% MALE PARTICIPANTS | 19% FEMALE PARTICIPANTS | 70% PLAYER RETENTION RATE

ALDI MiniRoos (4-11)
26,884 PARTICIPANTS

Youth (12-18)
26,943 PARTICIPANTS

Senior (19+)
15,574 PARTICIPANTS

88% PLAYER SATISFACTION | 92% RETENTION LIKELIHOOD | 32% NET PROMOTER SCORE

15,797 Club Participants*
Outdoor: 13,406
• MiniRoos: 4,716
• Youth: 5,708
• Senior: 2,982
Futsal: 226
Social: 2,165

School Football
109,396 Participants
School Competitions: 59,437
School Programs: 49,959
• MVFC: 22,427
• MCFC: 18,651
• Play Project: 8,881

Community Tournaments, Programs & Events
91,037 Participants

TEAM %

TEAM	%
Melbourne Victory	56%
Melbourne City	21%
Other Teams	4%
No Team supported	19%

Futsal Participants 1,678
Social Participants 9,019
Registered Active Coaches 2,725
Referees 1,377

*School and community tournaments, programs and events not included.

FF Victoria Referee Registrations

Total Registrations	1,377
Growth v 2016	8%

Male v Female Registrations

Gender	Percentage
Male	91%
Female	9%

Comparison to 2017 Capital Football Referee Registrations

FFV referee registrations are trending upwards.

FFV Female participation (9%) significantly below CF (20%)

CF Referees represent 2% of total participants v FFV referees at 0.5% of total participants.

Referee Registrations: Football Queensland

2017 QLD SUMMARY

TOTAL PARTICIPATION

159,850

Affiliated Network
Outdoor Clubs: 273
Outdoor Football Participants
71,162

81% MALE PARTICIPANTS

19% FEMALE PARTICIPANTS

69% PLAYER RETENTION RATE

78% of QLD participants support a Hyundai A-League and/or Westfield W-League club

TEAM	%
Brisbane Roar	70%
Other Teams	8%
No Team supported	22%

ALDI MiniRoos (4-11)

34,101

PARTICIPANTS

Youth (12-18)

23,728

PARTICIPANTS

Senior (19+)

13,333

PARTICIPANTS

88% PLAYER SATISFACTION

93% RETENTION LIKELIHOOD

29 NET PROMOTER SCORE

Futsal Participants 6,584

Social Participants 11,430

Registered Active Coaches 5,397

Referees 1,227

Women & Girl's

17,482 Club Participants*

- Outdoor: 13,538
- MiniRoos: 4,880
- Youth: 5,119
- Senior: 3,539
- Futsal: 1,087
- Social: 2,857

*School and community tournaments, programs and events not included

School Football

34,779 Participants

School Competitions: 4,646

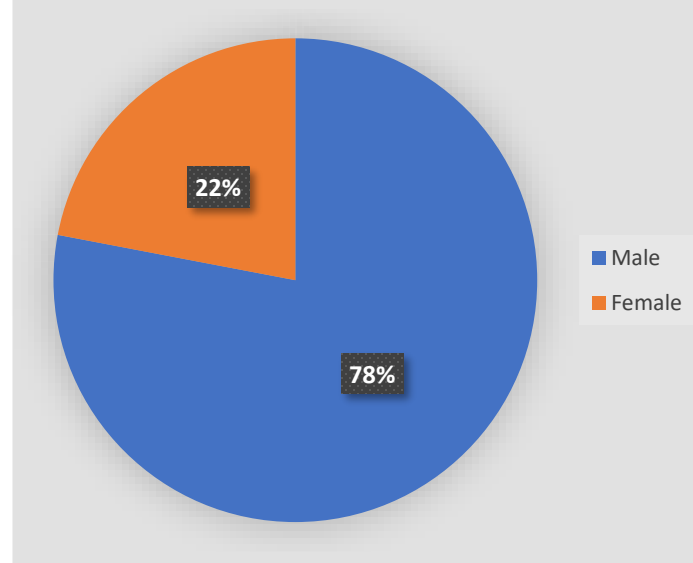
School Programs: 30,133

Community Tournaments, Programs & Events 29,271 Participants

Football Queensland Referee Registrations

Total Registrations	1,227
Growth v 2016	5%

Male v Female Registrations*



* Football Queensland Participation Statistics from 2016 Annual Report

Comparison to 2017 Capital Football Referee Registrations

FQ referee registrations are trending upwards.

FQ have twice the number of referees and represents 2% of total FQ participants, similar to CF.

Referee Registrations: Football West

2017 WA SUMMARY

TOTAL PARTICIPATION
130,765

Affiliated Network
Outdoor Clubs: 233
Outdoor Football Participants: **40,547**

83% MALE PARTICIPANTS | 17% FEMALE PARTICIPANTS | 69% PLAYER RETENTION RATE

75% of WA participants support a Hyundai A-League and/or Westfield W-League club

TEAM	%
Perth Glory	71%
Other Teams	4%
No Team supported	25%

ALDI MiniRoos (4-11)
16,191 PARTICIPANTS

Youth (12-18)
13,839 PARTICIPANTS

Senior (19+)
10,517 PARTICIPANTS

90% PLAYER SATISFACTION | 93% RETENTION LIKELIHOOD | 25% NET PROMOTER SCORE

Social Participants 1,871
Registered Active Coaches 676
Referees 576

Women & Girl's
7,356 Club Participants*
Outdoor: 6,851
• MiniRoos: 2,562
• Youth: 2,421
• Senior: 1,868
Social: 505

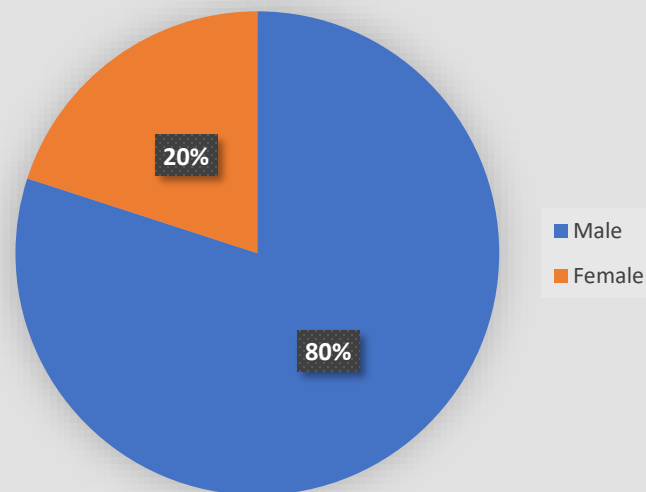
School Football
74,969 Participants
School Competitions: 21,075
School Programs: 53,894
• FW: 6,894
• PGFC: 47,000

Community Tournaments, Programs & Events 12,126 Participants

Football West Referee Registrations

Total Registrations	576
Growth v 2016	-1%

Male v Female Registrations*



* Football West Participation Statistics from 2016 Annual Report

Comparison to 2017 Capital Football Referee Registrations

FW referee registrations experienced a minor downward trend between 2016 and 2017.

CF Referees represent 2% of total participants v FW referees at 0.5% of total participants.

Referee Registrations: Northern NSW Football

2017 NNSW SUMMARY

TOTAL PARTICIPATION

75,722

Affiliated Network
Outdoor Clubs: 236
Outdoor Football Participants: **51,216**

77% MALE PARTICIPANTS

23% FEMALE PARTICIPANTS

72% PLAYER RETENTION RATE

68%

of Northern NSW Football participants support a Hyundai A-League/Westfield W-League club

TEAM	%
Newcastle Jets	44%
Sydney FC	8%
Brisbane Roar	6%
Other Teams	10%
No Team supported	32%

ALDI MiniRoos (4-11)

24,192

PARTICIPANTS

Youth (12-18)

14,949

PARTICIPANTS

Senior (19+)

12,075

PARTICIPANTS

91% PLAYER SATISFACTION

93% RETENTION LIKELIHOOD

38% NET PROMOTER SCORE

Futsal Participants

Futsal Participants	166
Social Participants	12,124
Registered Active Coaches	3,359
Referees	919

Women & Girl's

16,308 Club Participants*

Outdoor: 11,650

- MiniRoos: 5,534
- Youth: 3,637
- Senior: 2,479

Futsal: 51

Social: 4,607

*School and community tournaments, programs and events not included.

School Football

6,738 Participants

School Competitions: 3,488

School Programs: 3,250

- NNSW: 1,250
- NJFC: 2,000

Community Tournaments, Programs & Events

1,200 Participants

Northern NSW Football Referee Registrations

Total Registrations	919
Growth v 2016*	4%

Male v Female Registrations*

- Male
- Female

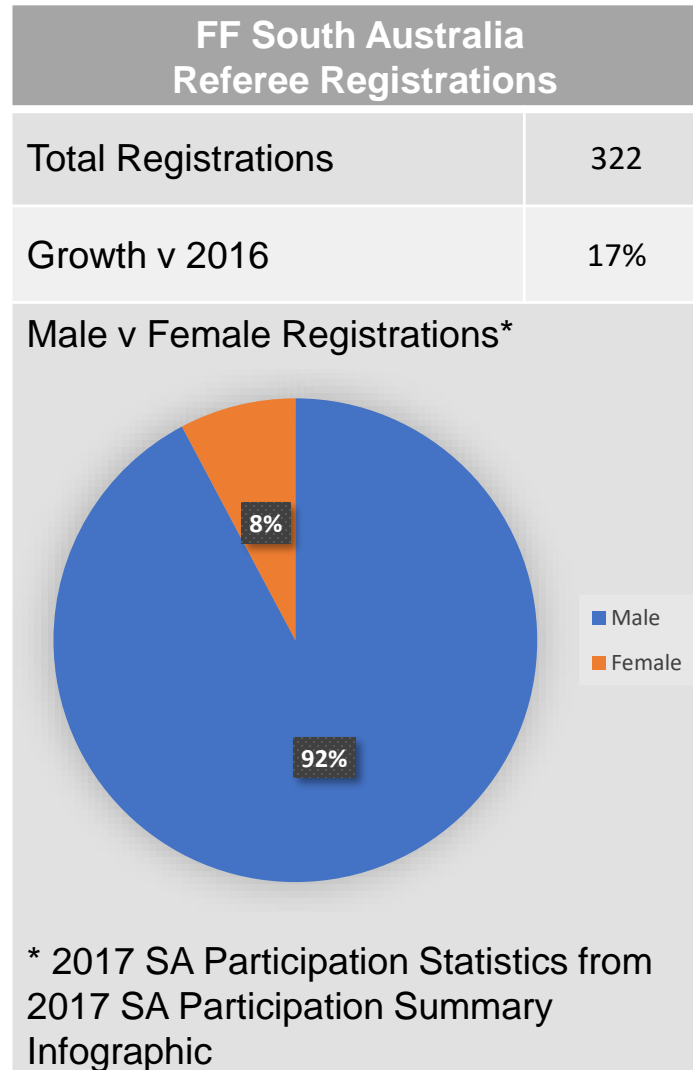
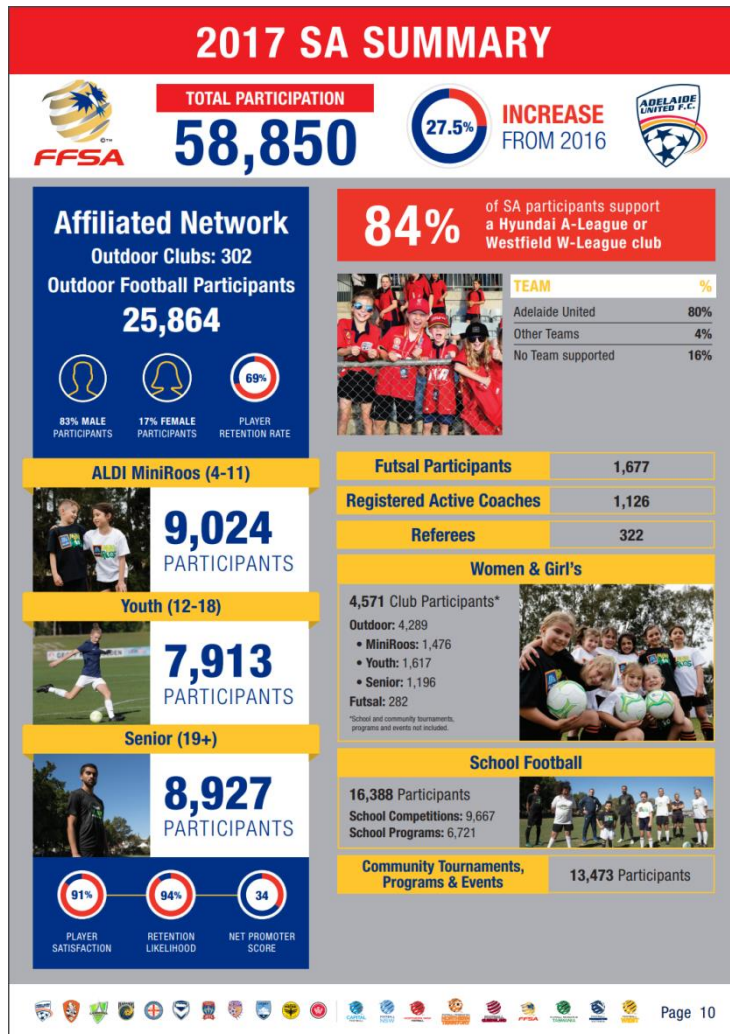
* Northern NSW Participation Statistics from 2016 & 2017 Annual Report

Comparison to 2017 Capital Football Referee Registrations

NNSW Football referee registrations are trending upwards.

CF Referees represent 2% of total participants v NNSW referees at 1% of total participants.

Referee Registrations: FF South Australia



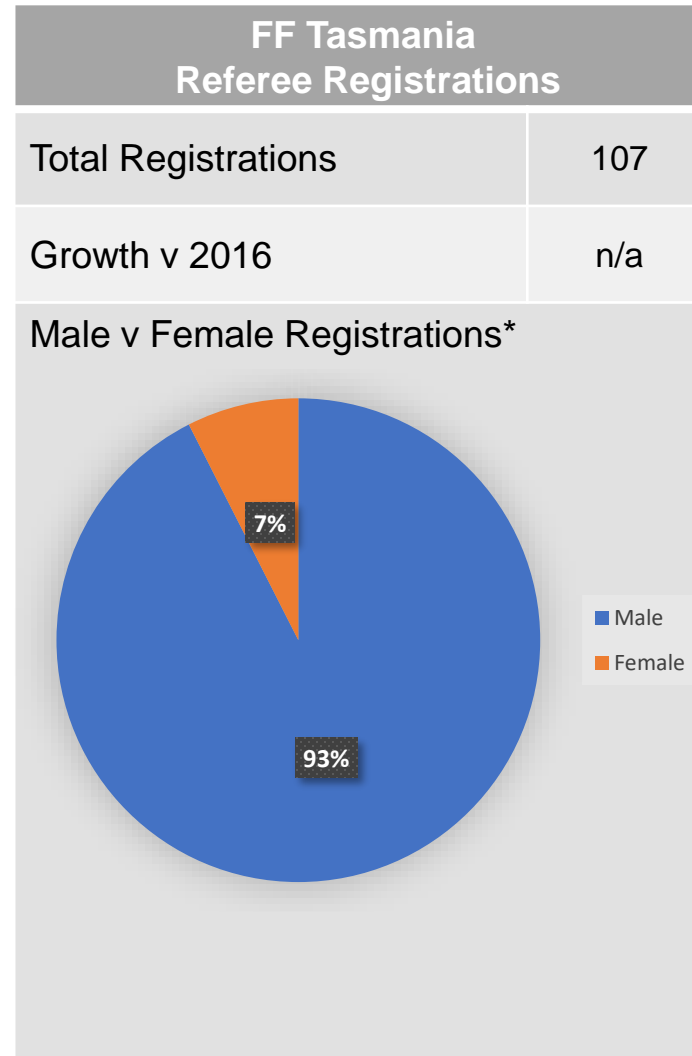
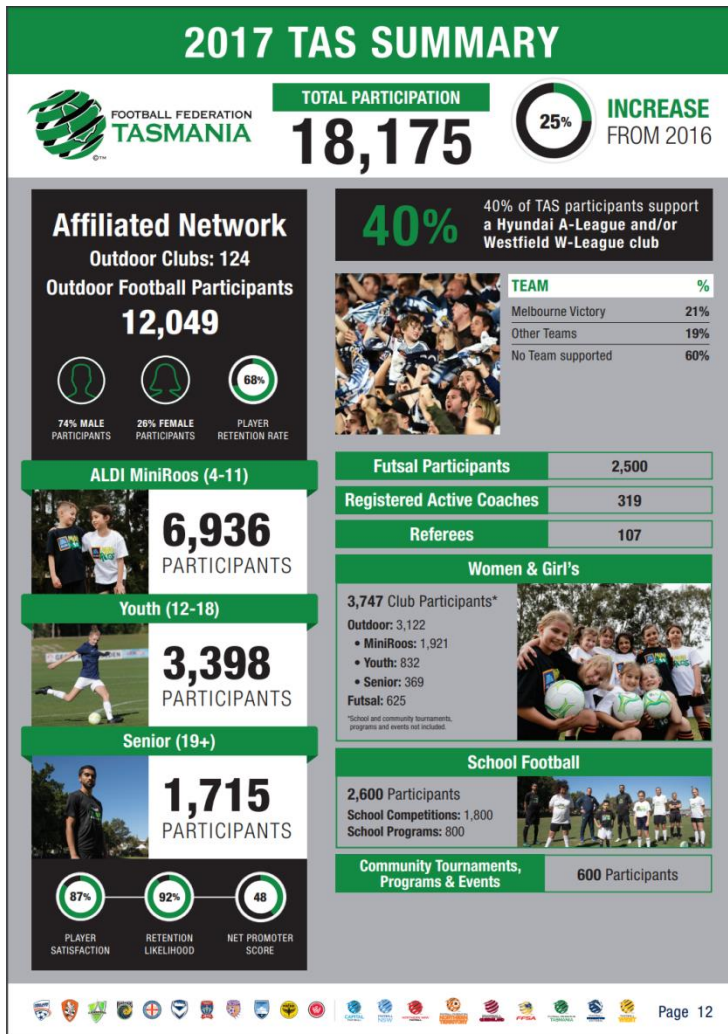
Comparison to 2017 Capital Football Referee Registrations

FFSA referee registrations are trending upwards.

CF Referees represent 2% of total participants v FFSA referees at 0.5% of total participants.

FFSA Female participation (8%) significantly below CF (20%)

Referee Registrations: FF Tasmania



Comparison to 2017 Capital Football Referee Registrations

No growth data available for analysis.

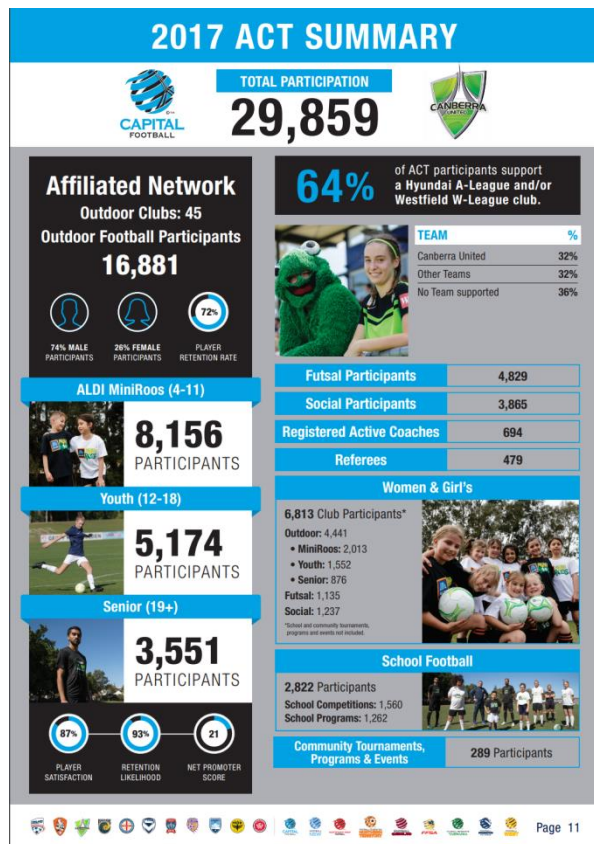
CF Referees represent 2% of total participants v FFT referees at 0.6% of total participants.

FFT Female participation (7%) significantly below CF (20%)

Referee Appointment Process Analysis

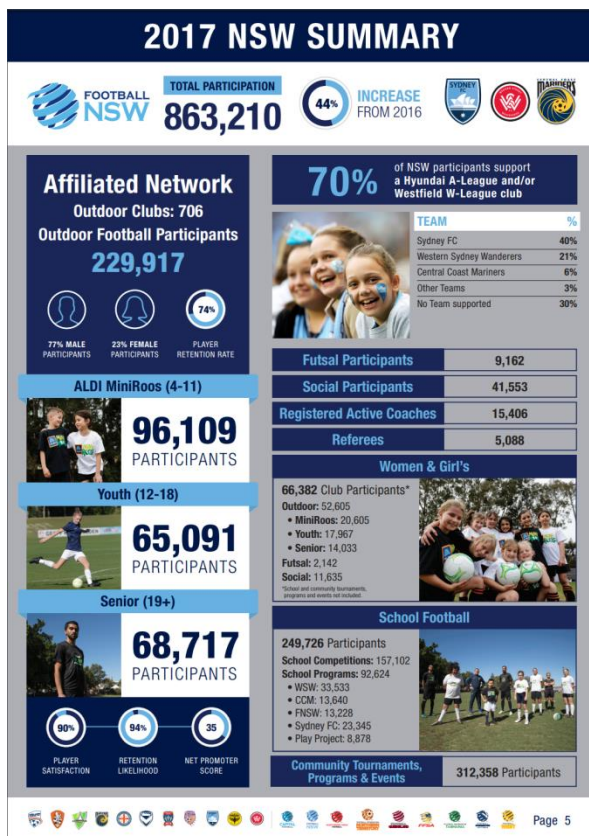
Australian State and Territory Member Federations

Referee Appointment Process: Capital Football



	Capital Football		Clubs	
Appoints to:	NPL, NPLW, Senior Community League	Futsal Premier League, Senior Futsal	Junior League and ALDI MiniRoos Competitions	Junior Futsal Competitions
Appoints from:	Referee Panel		Local Referees + Game Leaders	Local Referees
Person Responsible:	Referee Manager on advice from the RTC	Coordinator of Referees on advice from the RTC	Club Referee Coordinator or other designated volunteer	
Appointments System:	Unchained		Excel	
Appointments Released:	3-4 Days prior to matchday		2-5 days prior to matchday.	
Payment System:	EFT via Unchained		Cash on day of the match (with one exception paying by EFT post match).	

Referee Appointment Process: Football NSW



	Football NSW	Referee Branches	
Appoints to:	NPL, NPLW, Futsal PL	Local Football competitions	Local Futsal Competitions
Appoints from:	Referee Panel, Referee Academy and Local Referee Branches	Local Referees	NSWFRA
Person Responsible:	Referee Appointments Officer	Referee Branch	Appointments Officer(s)
Appointments System:	Horizon Web Ref	Various	Horizon Web Ref
Appointments Released:	2 weeks in advance	Various	Various
Payment System:	EFT via Horizons	Various	EFT via Horizons

Comparison to 2017 Capital Football Referee Appointment Process

FNSW Ref Department entirely responsible for appointments to NPL and NPLW.

FNSW appointments done 2 weeks in advance.

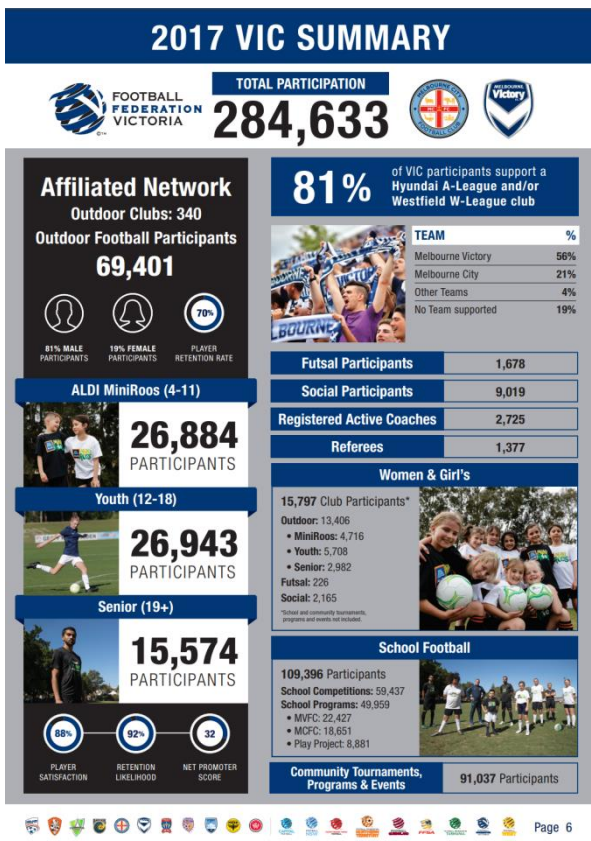
Elite Referees identified in panels.

Use online appointment system.

CF responsible for Futsal appointments.

FNSW Referee Branches responsible for appointment v CF Club Coordinators to local leagues.

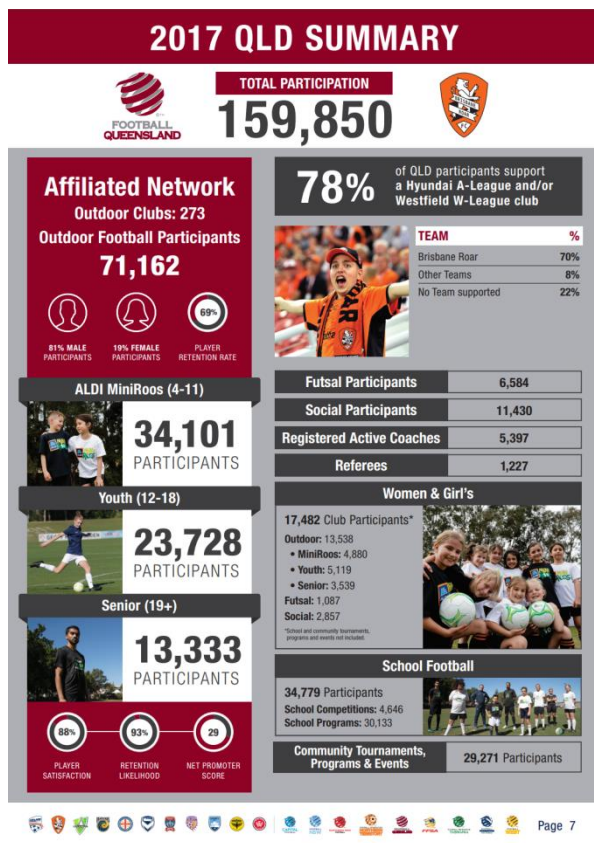
Referee Appointment Process: FF Victoria



	FF Victoria	Referee Branches
Appoints to:	FFV NPL, NPLW and Senior Community League Competitions	Junior League Competitions
Appoints from:	Referee Panel	Local Referees
Person Responsible:	Referee Operations & Appointments Manager	Branch Appointment Officer
Appointments System:	Schedula	
Appointments Released:	4 days to matchday.	
Payment System:	Payment in Cash or Cheque by Home Club on day of the match.	

Comparison to 2017 Capital Football Referee Appointment Process	
<p>FFV Ref Department entirely responsible for appointments to NPL and NPLW.</p> <p>All FFV Referees paid by cash on day.</p> <p>Elite Referees identified in panels.</p> <p>Use online appointment system.</p>	<p>FFV Junior Club's use online appointment system.</p> <p>FFV Referee Branches responsible for appointment v CF Club Coordinators to local leagues.</p> <p>Referees paid in cash on match day.</p>

Referee Appointments Process: Football Queensland



	Football Queensland	Zones
Appoints to:	NPL, NPL2, Zone Premier Leagues	Zone Premier Leagues and Community Leagues
Appoints from:	FQ State Referees Panel	Referees Panel and local Referees
Person Responsible:	Referee Appointments Officer	Administrator or Appointments Officer
Appointments System:	Schedula	Various
Appointments Released:	10 Days to matchday	5 days to matchday
Payment System:	EFT via Schedula	Various

Comparison to 2017 Capital Football Referee Appointments Process	
<p>FQ Ref Department entirely responsible for appointments to NPL.</p> <p>Elite Referees identified in panels.</p> <p>Use online appointment system.</p> <p>Referees paid by EFT</p>	<p>FQ Referee Branches responsible for appointment v CF Club Coordinators to local leagues.</p>

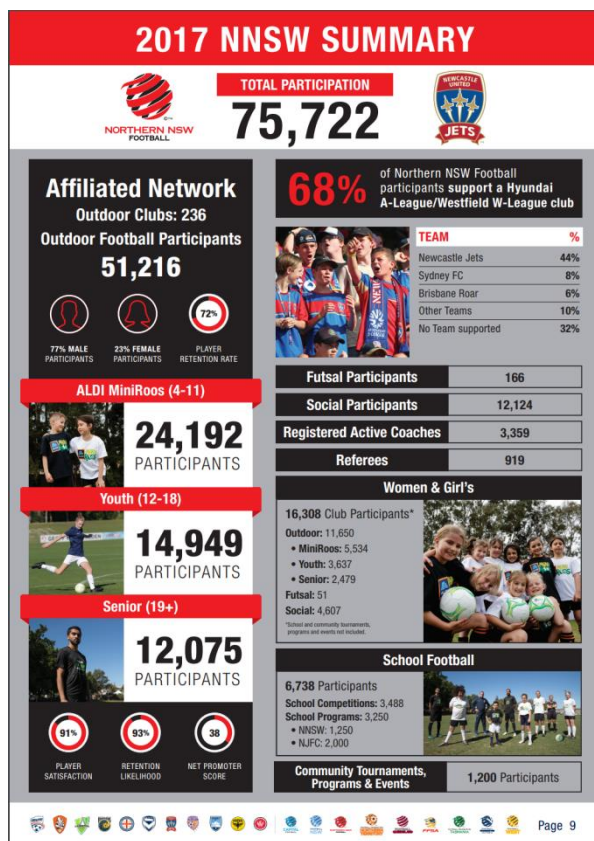
Referee Appointments Process: Football West



	Football West	Regional Associations
Appoints to:	NPL and Senior Community Metro Leagues	Regional Community Leagues
Appoints from:	Local Referees	Local Referees
Person Responsible:	Referee Appointments Officer	Administrator or Appointments Officer
Appointments System:	Schedula	Excel
Appointments Released:	4 Days to matchday	2-4 Days to matchday
Payment System:	EFT every 2 months	Cash

Comparison to 2017 Capital Football Referee Appointments Process	
FW Ref Department entirely responsible for appointments to NPL.	FW Referee Branches responsible for appointment v CF Club Coordinators to local leagues.
Elite Referees not identified.	Referees paid in cash on match day.
Referees paid by EFT (periodically).	
Use online appointment system.	

Referee Appointments Process: Northern NSW Football



	Northern NSW Football	Zone Associations
Appoints to:	NPL and Senior Community Metro Leagues	Zone Community Leagues
Appoints from:	Referees Panel	Local Referees
Person Responsible:	Match Official Development and Administration Officer	Administrator or Appointments Officer
Appointments System:	MatchRef	Various
Appointments Released:	<i>Data not available</i>	<i>Data not available</i>
Payment System:	<i>Data not available</i>	Various

Comparison to 2017 Capital Football Referee Appointments Process

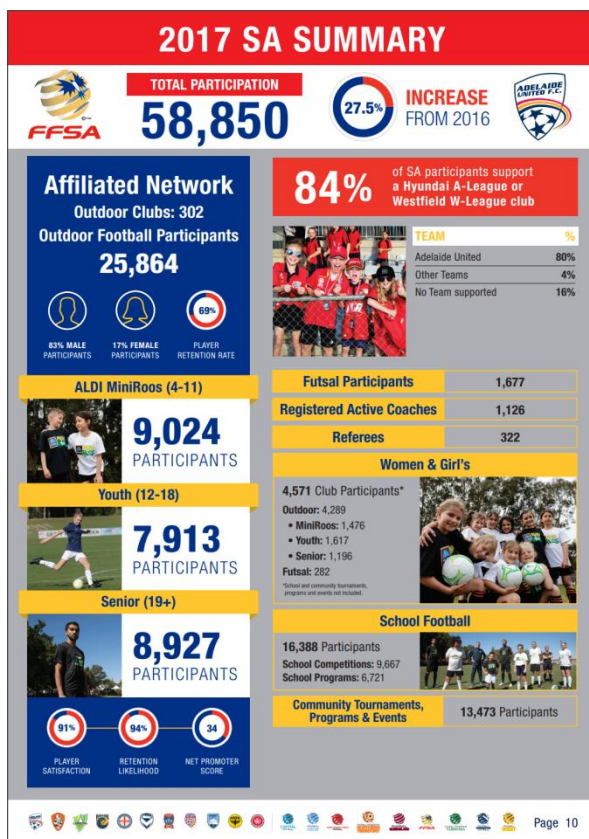
NNSW Ref Department entirely responsible for appointments to NPL.

NNSW Referee Branches responsible for appointment v CF Club Coordinators to local leagues.

Elite Referees identified in panels.

Use online appointment system.

Referee Appointments Process: FF South Australia

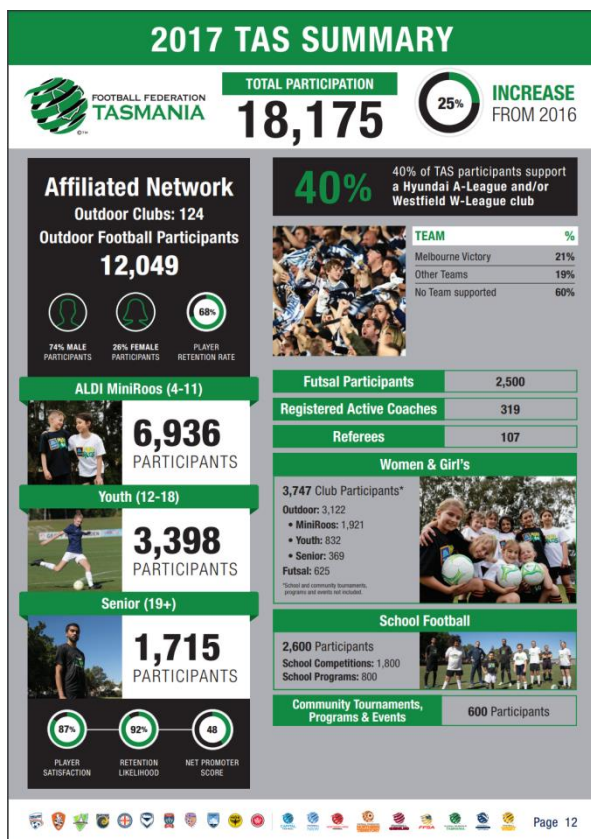


	FF South Australia	
Appoints to:	NPL and Community Metro Leagues	
Appoints from:	Referees Panel	
Person Responsible:	Manager of Referee Development	
Appointments System:	Schedula	
Appointments Released:	<i>Data not available</i>	
Payment System:	<i>Data not available</i>	

Comparison to 2017 Capital Football Referee Appointments Process

<p>FFSA Ref Department entirely responsible for appointments to NPL.</p> <p>Elite Referees identified in panels.</p> <p>Use online appointment system.</p>	<p>FFSA clubs not involved in local refereeing.</p>
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Referee Appointments Process: FF Tasmania



	FF Tasmania	
Appoints to:	FF Tasmania NPL and Community League Competitions	
Appoints from:	Local Referees	
Person Responsible:	Referee Manager + RTC Chair	
Appointments System:	Jotform and Excel	
Appointments Released:	4-5 Days to matchday	
Payment System:	<i>Data not available</i>	

Comparison to 2017 Capital Football Referee Appointments Process

Elite Referees not identified.

FFT clubs not involved in local refereeing.

Do not use online system.

Similar process to CF with RTC contribution to appointments.