



WOMEN'S FOOTBALL DEVELOPMENT GUIDE

A guide for community football clubs to develop women's football and increase the number of females participating in the game at all levels



FOOTBALL
FEDERATION
AUSTRALIA

WOMEN'S FOOTBALL DEVELOPMENT GUIDE

A guide for community football clubs to develop women's football and increase the number of females participating in the game at all levels





FOREWORD



Whether you are reading the Women's Football Development Guide online or holding a copy in your hands, welcome to the greatest growth story in Australian sport.

Over 20% of all participants in the game are female and the upward trend is soaring like a rocket into the top of the net.

The participation of female players from MiniRoos to Matildas is changing the complexion of the sport for the better in our country.

We look forward to the day when every club has teams for females in every age group, from primary school age to masters.

To achieve that, we want to help our clubs and our sport cater for female participants. That's everything from recruitment, coaching, health and welfare and facilities.

By using this Guide, you are now part of the story as a club or regional administrator, coach or club volunteer.

I thank you for your contribution and commitment. Your reward will be the enjoyment you see in the female players of all ages.

The Women's Football Development Guide is Football Federation Australia's contribution to provide practical and easy-to-understand information.

We hope to help you help those who arrive at your door with a passion for the beautiful game.

Our network of more than 2,300 clubs across our State and Territory Member Federations, Zones and Associations provide a gateway to participants.

Our objective in the Whole of Football Plan is to make the sport the largest and most popular in Australia.

The growth in female participation is a major driver of our plan to have a 15-million strong Football Family.

Thank you again for playing such an important role in our big team.

Regards,

David Gallop AM
CHIEF EXECUTIVE OFFICER
FOOTBALL FEDERATION AUSTRALIA



FOREWORD



Women's Football in Australia has progressed dramatically over the past few years.

At the grassroots level, female participation numbers have increased exponentially with figures surpassing 100,000 for the first time. Football is now one of the top team sports played by girls and women in Australia. This is a credit to our Member Federations along with all of our hardworking Associations, Zones, Districts and Clubs who have invested in this area of the game for the past decade.

The Westfield W-League continues to be broadcast live on free-to-air with broadcaster ABC TV and in 2015; we welcomed our new Westfield W-League broadcast partner FOX SPORTS. We have experienced a sharp rise in crowd numbers and fan engagement as a result of this. We boast some of the most passionate and loyal sports fans that help us grow the game year on year.

Women's Football continues to be supported by some of the strongest brands in the marketplace; Westfield, NAB, Qantas, Hyundai, Telstra and the Australian Sports Commission. I would like to take this opportunity to thank these partners for their continued support of Women's Football in Australia and look forward to continue working with them in the future to develop the game even further.

In 2016, our Westfield Matildas achieved an all-time high FIFA ranking of 5th and captured the hearts and minds of a nation at the FIFA Women's World Cup in Canada

in 2015 where they made history by beating Brazil in the Quarter Final, making them the first Australian football team to have won a knockout match at a senior FIFA tournament.

The Matildas grew in stature and popularity in the undefeated campaign in qualifying for the 2016 Rio Games.

As highlighted in The Whole of Football Plan, growing women's football will be a key focus for football as the women's game provides us with our greatest growth opportunity. We have achieved so much together but I believe the best is yet to come; we have ambitious yet realistic targets to meet in the future. Football must achieve the goals of having a girls' team in every club as soon as possible and then work to have girls and women's teams in every age group within each club. In the US around 40% of participants are females, there is no reason why Australia with similar demographics can't achieve a similar ratio. Through the development of this guide we can take a united approach in achieving the ultimate goal of developing the women's game and also attracting, engaging and retaining more females at all levels.'

A handwritten signature in black ink, appearing to read 'E. Highwood'.

Regards,

Emma Highwood

HEAD OF COMMUNITY

FOOTBALL DEVELOPMENT AND WOMEN'S FOOTBALL

CONTENTS

| | | | | | | | |
|--|----|---|----|---|----|--|-----|
| Introduction | 10 | The elite female player – Talent Identification | 44 | Female Administrators | 74 | What does it take to be a referee? | 96 |
| Purpose of the document | 11 | Six characteristics of elite players | 46 | Why do Clubs have administrators? | 76 | Strategies to recruit and retain female referees | 98 |
| How the guide was created | 12 | Female Players Case Study | 48 | How can a community club benefit from my involvement? | 76 | Barriers to refereeing for females | |
| Thank you | 13 | | | Why do we need female administrators? | 78 | Recruiting Strategies | |
| Member Federation Structure | 13 | Female Coaches | 50 | FIFAs 10 Development Principles | 81 | Retaining current referees | 100 |
| | | Why should females coach at your Club? | 52 | Building a supportive environment for female administrators | 82 | Reasons for leaving refereeing | |
| Community Club Development | 14 | What should your club look like for female coaches and coaches of females? | 52 | Strategies to make your club more volunteer friendly | | Retention Strategies | |
| The importance of Community Sporting Clubs in society | 17 | Female Coaching Opportunities | 54 | Strategies to recruit and retain female administrators | 84 | Education Pathway for female referees | 103 |
| Community Club Checklist | 18 | The Four Types of Coaches | 56 | Barriers to administrative positions for females | | Building a supportive environment | 104 |
| Club Development Case Study | 21 | Recognition and learning opportunities | 57 | Recruitment Strategies | | How do we as a club support female referees? | |
| | | Coaching Profile | 58 | Retaining current administrators | 86 | Key Areas identified by FFA in consultation with officials | |
| Female Players | 22 | Building a supportive environment | 60 | Reasons that females could leave an administrator role | | A personal story from two referees | 106 |
| Why do female players play? | 24 | The Club Coach Coordinator | | Retention Strategies | | Danielle | |
| What should your club look like for should female players and why should they play at your club? | 24 | The volunteer coach | | Development and Education | 88 | Allyson | |
| Opportunities for females to play football | 26 | Coach and Mentor Profiles | 62 | Administrators in Action | 90 | Respect | 108 |
| AIA Vitality MiniRoos for Girls | 29 | Strategies to recruit and retain new female coaches and coaches of female footballers | 64 | Female Administrators Case Study | 92 | Female Referees Case Study | 111 |
| Strategies to recruit and retain new female players | 30 | Barriers for new coaches | | | | | |
| Barriers to football for females | | How to recruit coaches of female teams and female coaches | | Female Referees | 94 | Resources | 113 |
| Recruitment Strategies | | Strategies to retain current coaches | 66 | Why do we have referees? | 96 | Websites | 113 |
| Retaining current players | 32 | Reasons for coaches leaving the game | | Why should people want to referee? | 96 | Articles/Books | 113 |
| Reasons for leaving football | | How to retain current female coaches and coaches of female teams | | | | Imagery Acknowledgements | 114 |
| Retention Strategies | | Coach Development and Education | 68 | | | | |
| Building Supportive environments | 34 | Community Coaching Pathway | | | | | |
| Role models and influences on participant experience | | Advanced Coaching Pathway | | | | | |
| The power of Role Models | 36 | General principles for coaching females | 70 | | | | |
| Michelle Heyman | | Female Coaches Case Study | 72 | | | | |
| Madi Blakey | | | | | | | |
| Things to consider with female only teams | 40 | | | | | | |
| Comparison of an elite player and community player | 42 | | | | | | |



INTRODUCTION

It is very clear that women and girls constitute an enormous growth opportunity for football. In this booklet we have highlighted the importance of all roles to be occupied by a healthy percentage of females, whilst also emphasising the responsibility of creating a strong platform for the long-term stability of women's football.

This resource will provide community football clubs with practical strategies and 'how to guides' on the recruitment and continued involvement of female players, coaches, administrators and referees.

Every woman and girl in Australia deserves the opportunity to participate in the sport the world loves most. This guide will help create the ideal environment for females to contribute and prosper in varied roles within the football community.

We have also included a club checklist to encourage reflection and discussion of current club practices specifically aimed at females. We encourage you to identify key issues that relate to your club and identify strategies that might overcome participation barriers experienced by females.

Throughout the guide we encourage you to reflect on your own clubs objectives and strategies or initiatives that will help you to achieve these objectives.

PURPOSE OF THE DOCUMENT

- Why has this document been created?**
- ▶ To enable growth in women's football and by extension, football in Australia
 - ▶ A gap has been identified nationally in the awareness and provision of female specific opportunities to be involved in football at the community and grassroots level
 - ▶ Football Federation Australia (FFA) is committed to working towards the equality of football offerings and opportunities nationwide

- What is the purpose of this document?**
- ▶ To provide useful and practical advice and strategies that will encourage football clubs to ensure that their female members are having the best experience in football possible
 - ▶ To provide practical advice and strategies that will help football clubs to improve and make their club as welcoming and attractive as possible to new female members, whether they are players, coaches, referees or administrators
 - ▶ To give member federation, district, zone, association and club staff a practical tool to help them work with their stakeholders and encourage best practice



HOW THE GUIDE WAS CREATED

Over 300 female football stakeholders completed a national survey to give their views on developing the women's game and encouraging female engagement at the community level. Women's Football stakeholders were engaged from playing, coaching, administrative and refereeing backgrounds to ensure that the knowledge gained from the survey was relevant, reliable and representative of the current landscape.

The survey output was collated and in turn formed the basis of this guide. External research was then sought to gain further insight into female participation more broadly both locally and internationally (as referenced in back of the guide).

FFA also conducted a focus group with male and female representatives from all levels of the game.

In addition to the national survey, there was also a referee specific survey that went out to all levels of referees across the country.

Surveys were completed by the following stakeholders:

**FFA EMPLOYEES**

**EMPLOYEES FROM ALL NINE MEMBER FEDERATIONS OF FFA**

**ASSOCIATIONS AND ZONES**

**COMMUNITY CLUBS**

**PLAYERS, COACHES, REFEREES, ADMINISTRATORS AND VOLUNTEERS FROM ALL LEVELS OF THE GAME**



THANK YOU

Member Federations

For providing your comprehensive views on the women's game and distributing the survey out to women's football experts within your state.

Associations and Zones

For sharing years of knowledge in this space.

Community Club stakeholders

For taking time out in your busy schedules to provide us valuable insight into best practice strategies and guides on the ground.

MEMBER FEDERATION STRUCTURE

FFA was established in 2004 and is a member-based organisation loosely based on Australia's federated system of government. FFA's membership is comprised of:



Each of these governing bodies has a commitment to comply with the FFA constitution, applicable statutes, by-laws and regulations, and are responsible for the game within their respective geographic region.



COMMUNITY **CLUB** **DEVELOPMENT**

How to support women's football
development at your club



THE IMPORTANCE OF COMMUNITY SPORTING CLUBS IN SOCIETY

Strengthen your community through sport

Sport helps to build communities through social inclusion and a sense of connection; it also helps build families through shared experiences. Sport and recreation provides the catalyst for community gatherings, from small functions to major events, where people play, talk and share experiences. Importantly, it has a positive effect that reaches many levels of our society. It is an important thread that ties our social fabric, experiences and shared achievements.

Community club football is at the heart of our game in Australia and as the largest grassroots participation sport in Australia, football has a unique opportunity to positively influence the community and the individuals within. The extraordinary growth in female participation in the modern era has changed the face of football in Australia.



Sport has the power to unite people in a way little else can. Sport can create hope. Breaks down racial barriers ... laughs in the face of discrimination ... speak to people in a language they can understand.

- Nelson Mandela

COMMUNITY CLUB CHECKLIST

How does your club "actively" support the inclusion of females?

This activity is to encourage you to reflect on female participation at your club. With your club committee, identify and discuss female participation using the checklist below.

- 1

How many female members does your club have (players, coaches, committee members, etc)?
- 2

How many people in your club actively contribute to women's football (players, coaches, volunteers, referees, committee members etc.)
- 3

Has the number of female members changed over the past 5 years? Up or down? By how much?
- 4

Do you see female players stop participating at your club as juniors/adolescents?
☐ Yes ☐ No
- 5

Do you have one or two people at your club who can be dedicated to an all-female recruitment program?
☐ Yes ☐ No
- 6

Do you have a Welcoming Officer who is there to create an inclusive club environment for everyone?
☐ Yes ☐ No
- 7

Do you have social activities that cater specifically for females/are inclusive of females?
☐ Yes ☐ No

- 8

Do you have playing activities/programs that cater specifically for females?
☐ Yes ☐ No
- 9

Do your playing activities/programs for females include a competitive pathway?
☐ Yes ☐ No
- 10

Do your playing activities/programs for females include social, less structured types of play?
☐ Yes ☐ No
- 11

Do you have active recruitment, retention or re-engagement strategies for females within your club?
☐ Yes ☐ No
- 12

Do you have links with local schools to promote your club activities/programs in general?
☐ Yes ☐ No
- 13

Do you try to create opportunities to engage with local newspapers, or the council, to publicise and promote your club's activities/programs? E.g. "good news" stories which are engaging and interesting to local community.
☐ Yes ☐ No
- 14

Have you considered offering 'come and try' days whereby young females can have time to trial, observe and experiment before signing up for the season/year?
☐ Yes ☐ No
- 15

Have you invited players to participate in decision-making about programs? Young people can be motivated by having choice, control, and a sense of belonging.
☐ Yes ☐ No

- The above checklist has been adapted from the FFV "Increasing Female Participation Club Workbook" and we hope that by following this checklist, you will have:

► Discussion about the status of women's football in your club

► Increased awareness of the strengths and weaknesses of women's football in your club
- Action areas and opportunities that your club can focus on for the upcoming season for women's football

► The opportunity to use this guide and the advice it holds to shape your initiatives and strategies for women's football in all its forms (playing, coaching, refereeing, volunteering, traditional and non-traditional football and on and off the field)

Below is a table that you can complete with your club and committee members to decide what your action areas/opportunity for the upcoming season(s) could be.

| OBJECTIVE | STRATEGY | ACTIONS OR TASKS | MEASURE OF SUCCESS |
|---|--|---|---|
| <i>e.g Increase the number of female coaches at our club by 20%</i> | <i>Target and encourage senior female players at our club to take up female coaching roles</i> | <i>Deliver female only coaching courses for senior female football teams</i> <i>Provide opportunities for the senior players to watch high level sessions being delivered</i> <i>Bring in high profile female coaches to speak to the players and share stories</i> | <i>The increased number of female coaches at the club</i> |
| | | | |
| | | | |
| | | | |
| | | | |



CASE STUDY

Brighton Soccer Club has one of the largest participation bases in Victoria. More recently, Brighton have grown their female participation base to become one of the leading clubs for females in Australia.

Below we asked the Clubs President, Ruth Kyte some questions about how their club is run and how they achieve their goals in relation to women's football.

What are some objectives & strategies that you set out prior to each season to ensure that women's football maintains a strong presence in your club and how do you measure the success of these once the season is complete?

We recognised that girls often lack awareness of the game and even if they are interested in playing can lack confidence.

Firstly we aim to create an awareness of girls and women's soccer and give girls a low or no cost introduction to the sport where they can see if they like it and gain confidence before they commit. We aim to keep the costs down for beginner players with the Free Come and Try clinics and have previously offered girls the chance to play the winter season with both mixed and girls teams for the same fee as just playing mixed.

Secondly we have a strategy of offering a mixture of programs to suit the girls and women's audience. Due to our size we are able to offer a variety including the Free Come and Try, Mixed teams and Girls only teams at every age from Under 8's up. In 2015 we realised there was a lack of tournaments for MiniRoos girls so set one up ourselves.

How do you increase awareness and visibility of your programs (such as your free come and try clinics) and do you find that there is a strong conversion rate from these programs into playing traditional football?

We started by advertising in the schools and have also done sessions in the local schools to increase awareness.

Once the news gets out, we have found people spread the word themselves among their friends themselves and it creates its own momentum. We have also focused on getting stories about girls teams in our club in the local newspaper at the right time to increase awareness before particular programs start.

Our conversion rate to playing traditional football has been very good and has powered the growth in girls throughout the club.

What objectives/strategies do you have to ensure that your existing members feel valued and want to return to Brighton year on year and what have you found to be the most effective?

We have put committee reps in place for both MiniRoos Girls and for the Junior and Senior Girls and also have a Head of Coaching for each of these two groups to assist and mentor the girls coaches. This focus enables us to provide a high level of service.

Our club has the stated philosophy that everything can always been done better and we actively listen to our members views, whether they are critical or supportive of our actions and look to make improvements based on the feedback we get.

Trying to keep the prices down has helped the girls and they are a large user of our boot swap services (preloved boots for \$20 or \$10 if you bring a pair to swap).

How have you found it beneficial having a large female presence on your club committee and was this a deliberate or organic process?

Having a female president and secretary has been good to present to the girls and women in the club as it gives a more welcoming feel to them (instead of feeling it is a "boys club"). This has been an organic process rather than a deliberate one. We pride ourselves to be a family oriented club with strong values and behaviours and this has had an impact in the high level of involvement of women in our club.



FEMALE PLAYERS

How to attract, retain and support
female players at your club

This section of the guide will help you and your club to understand why females play football and what opportunities your club can provide, as well as what exists elsewhere.

Why do female players play?

Females play football for different reasons at different ages – consistent motivations across the majority of participants include wanting to:

- ▶ Have fun
- ▶ Socialise with friends in an active environment
- ▶ Keep fit and healthy
- ▶ Feel like they are improving
- ▶ Experiences challenge
- ▶ Build confidence

What should your club look like for should female players?

- ▶ Your club should offer as many different opportunities to participate as possible and not limit the opportunities to play football to one type or time or day
- ▶ Your club should have an open and welcoming environment, where all players feel comfortable in coming to play

There are also strategies to bring in new players and keep them playing football, as well as tips to retain existing players and how you can build supportive environments at your club.

Finally in this section, there are also insights into what should be taken into account when setting up female only teams and what the differences can be between community and elite level football and players.

- ▶ Your club should be adaptable and open to feedback – players will feel far more valued and welcome if they know that they have some input into the direction and opportunities of the club

Why should females play football at your club?

- ▶ Playing football exposes females at all levels to positive influences on their life, not just football
- ▶ Football is an enjoyable, inclusive and multicultural sport that is known as 'the world game' – it allows for the breaking down of societal barriers in a fun and welcoming environment
- ▶ Football is a flexible game that can be played in many formats and with varying levels of commitment, which is very important for females in modern society
- ▶ Football has the ability to positively impact the physical activity levels of the Australian population by increasing the number of times the average female participates; football can be played year round, is social and flexible



OPPORTUNITIES FOR FEMALES TO PLAY FOOTBALL



| COMMUNITY FOOTBALL | | |
|--------------------|--|--|
| ▶ Sporting Schools | AIA VITALITY MINIROOS (U11) ▶ Club Football ▶ Kick-off | ▶ Non-Traditional (Futsal, Social, Summer Football, other) |
| ▶ School Football | YOUTH (12-18) ▶ Club Football | ▶ Non-Traditional (Futsal, Social, Summer Football, other) |
| | SENIOR (18+) ▶ Club Football | ▶ Non-Traditional (Futsal, Social, Summer Football, other) |

There are a number of opportunities that clubs are able to provide for female players of all levels and abilities:

AIA Vitality MiniRoos Kick Off/MiniRoos for girls (4-11 year olds)

Kick off is an introductory program for players who are interested in giving football a go without the pressures of playing for a team or committing for a whole season. Clubs can offer mixed or girls only programs and for more information go to www.miniroos.com.au.

AIA Vitality MiniRoos Club Football (5-11 year olds)

AIA Vitality MiniRoos Club Football is for players who want to play for at least the whole football season, with a team in a structure competition. This is available at most clubs and can be run for mixed teams or girls only teams and also girls only leagues! For more information on considerations when setting up girls only teams and leagues see page 40.

Youth Football

Youth Football is for players aged between 12 and 17 and generally takes the form of traditional 11-a-side football. This period is when most girls are lost to the game for a number of reasons, so it is very important at a community level that the players needs and

motivations are taken into account when considering the football you want to offer to this age group – see pages 30 (recruitment) and 32 (retention) for more information on how you can grow the game in this age group.

Senior Football

Senior Football is for players aged from 18 and up and also generally takes the form of traditional 11-a-side football. At the community level, this is primarily about the social and health benefits that the game affords and can be offered in a wide variety of ages (for example, All-Age, Over 35's, Over 45's etc).

Social football/Futsal/Non-traditional football

Depending on your member federation and facilities, there are a number of forms of 'social' or 'non-traditional' football that your club can offer, including but not limited to:

- 5, 6 or 7-a-side
- Futsal
- Beach

Because of the lower commitment required and the greater emphasis on the social environment, these forms of the game may make your club very appealing to broad range of potential female footballers and for more information you should contact your local member federation (available on page 12).





AIA VITALITY MINIROOS FOR GIRLS

What is it?

- ▶ Introductory program, girls only
- ▶ Short, game-based sessions

Who is it for?

- ▶ Girls aged 4-11
- ▶ Beginning and developing participants

When is it played?

- ▶ Pre-season – January to March
– 6 to 12 session program
- ▶ Winter season – April to August
– 6 to 20 session program
- ▶ Post-season – October to December
– 6 to 12 session program

Where is it played?

- ▶ Local football clubs and sportsgrounds
- ▶ Indoor sports centres
- ▶ School facilities
- ▶ Parks and recreation areas

What does it look like?

- ▶ 45-75 minute sessions
- ▶ 1 coach per 10 participants
- ▶ Modified games and activities to introduce girls to football

Participant Benefits

- Safe and inclusive environment where young girls can play with their female friends.
- ▶ Fun, football game-based sessions that build fundamental motor skills
 - ▶ Non-competitive activities to improve confidence and self-esteem
 - ▶ Low participant-to-coach ratio resulting in greater individual engagement
 - ▶ Experience the football basics before progressing to AIA Vitality MiniRoos Club Football
 - ▶ Merchandise packs for new participants; backpack, ball and more

Deliverer Benefits

- ▶ Local Women & Girls Development Officers for ongoing support
- ▶ Dedicated registration portal for Program Managers & participants
- ▶ Organisation promotion on Program Locator via AIA Vitality MiniRoos website
- ▶ Promotion via mainstream media
- ▶ Branded merchandise & equipment
- ▶ On-line equipment store for Program Mangers & clubs
- ▶ Dedicated resource centre: www.miniroos.com.au
- ▶ Detailed Session Guides for deliverers
- ▶ Promotional material designed to appeal to young females
- ▶ Ability to provide further opportunities for female coaches
- ▶ Insurance coverage for participants and deliverers
- ▶ Avenue for young females who just want to play with friends of same gender



To promote Over 30s we started with gala days and active recruitment. Some clubs have offered discounted registration to new female players and the establishment of a female football committee gave a voice to women and girls in the Association.
– Women's Football Survey Respondent

STRATEGIES TO RECRUIT AND RETAIN NEW FEMALE PLAYERS

Barriers to football for females

There are a number of factors that can act as barriers to females playing football, including:

- ▶ Safety and comfort in a traditionally male dominated environment
- ▶ Influence of a females peers and parents
- ▶ Lack of confidence
- ▶ Lack of time/motivation due to other commitments
- ▶ Lack of awareness
- ▶ Family and social time limitations

Recruitment Strategies

Some ways that you can address these barriers and recruit new female players to your club are:

- ▶ Encourage girls to bring their friends. Word-of-mouth is a powerful tool. Programme partners

report that over more than 50% of participants come from referrals from friends and this works towards addressing how comfortable new players will feel in an unfamiliar environment and ensuring the social element is not affected

- ▶ Host free 'come and try' female only days for players of all ages and ability levels, with no pressure on ability or results – the main emphasis for any players first foray into the game must be on the participant having a positive and safe experience
- ▶ Promote all the offerings that your club has for female football through as many avenues as possible, for example:
 - Partnerships with schools, religious institutions or other groups that serve girls
 - Flyers in public spaces where girls and their caregivers are likely to be
 - Existing players to bring their friends/family (and potential discounts for 'referrals' or family discounts)

- ▶ Promote to mothers the benefits of physical activity and playing football (studies have shown that increased physical activity leads to improved academics and football is a safe and inclusive sport for all) as mothers are generally the primary decision makers in a family. Mothers are also influencers of the activity of choice as they are often the ones who register their daughters and transport them to the chosen activity
 - Following on from this, ensure that your club is attractive to new mothers by promoting the social side and involvement that exists for parents as well
 - Mothers in Football' day – mums and daughters can play/be involved in football together
- ▶ Ensure that fathers are involved when new young female players start, such as a 'Father-Daughter football day'. Fathers are more involved as direct role models early in a girl's life and will have a big impact on their daughters experience (on the flip side, ensure that fathers are appropriately engaged and educated

on the focus of football and the importance of the type of experience)

- ▶ Offer a holistic range of options outside of football for new families, such as social evenings, trips to games, babysitting while children/parents are playing or anything else that will help them feel welcome at your club
- ▶ Offer a flexible variety of options at different stages of the season to ensure that people who miss registration/can't commit for the traditional season can still participate in football:
 - AIA Vitality MiniRoos for Girls Kick off programs
 - Social/Non-traditional football
 - 'Try football' training sessions with a professional coach/facilitator
- ▶ Promote that your club offers a wide variety of safe football offerings that cater to female needs and wants

By featuring female player profiles in our club newsletters, female only come and try days, development of female friendly areas (change rooms), female mentoring programs, female buddy programs and having a commitment to increase female participation at our club as outlined in our club's strategic plan, we are able to offer opportunities for both social and competitive needs to new and returning female players. - Maz Romandini, Glen Waverley Soccer Club



We like to invite older female junior teams to train with the Senior women during their season to help with the transition from Juniors to Seniors. Getting the chance to meet senior players & train with them with a aim of giving them confidence to continue playing football through to Senior level.

– Women's Football Survey Respondent

RETAINING CURRENT PLAYERS

Reasons for leaving football

There are many reasons that female players may drop out at various stages throughout their football journey:

- ▶ Family and work commitments
- ▶ Changing motivations and personal factors
- ▶ Poor coach/mentor experience
- ▶ Lack of peer support (image and exclusion concerns)
- ▶ Limited offering (e.g. have to play with/against males, can only play in one format, can only play at a certain time of day or on certain days)
- ▶ Facilities are not female friendly (e.g. no female changing room or bathroom) or available (lack of time set aside for female football)

Retention Strategies

To address these issues and more, below are some strategies which might help your club to keep players involved at all stage of their journey:

- ▶ Use more experienced and confident players to act as mentors or buddies for other players in their team – this helps to foster a sense belonging and togetherness as well as empower the players acting as mentors
- ▶ Set time aside at your facilities for 'females only' – no limit on age group or ability simply welcome everyone
- ▶ Do everything you can to assist young families and people with heavy work commitments;
 - Offer babysitting for parents who play or coach at your club

- Match up husband and wife teams on training nights and venues – help them with travel and work commitments (they could even train together adding to the social aspect!)
- ▶ Regularly expose the girls in your programme to positive, strong female role models. Invite successful women, athletes and community members to be guest speakers or do training sessions with your group.
- ▶ Encourage girls to be positive role models for one another by sharing their successes outside of sport during group discussions
- ▶ Recruit professional coaches who understand the

female psyche and who fit into your club culture – for more on coaches please see the coaching section (beginning on page 50)

- ▶ Be flexible in the different forms of football that you offer, both in the type of football, but also the timing for those who may have other commitments and to cater for different skill levels and ages where appropriate
- ▶ Involve female players in other aspects of your club and the game as they grow and develop – you never know if/when players might want to coach, referee or help out with the general running of the club

We initiated club mentor/buddy systems (senior players buddied up with junior players and required to touch base with these players on a fortnightly basis). We also invested in senior female players to subsidise or sponsor coaching licences to improve coaching standard - the best female clubs (retention and/or participation) invest more in ensuring they have experienced and passionate coaches providing guidance and educating players.

– Women's Football Survey Respondent

BUILDING SUPPORTIVE ENVIRONMENTS

When building a supportive environment for female players, there are a number of personal influences on a players experience at different stages of their football journey.

Below are some of the key influences on participant experience and how they can have a positive impact on females playing football.

| ROLE MODELS AND INFLUENCES ON PARTICIPANT EXPERIENCE |
|--|
| COACH |
| <ul style="list-style-type: none">▶ The coach is the number one influence on a players experience and is an explicit role model for players▶ Selection of the right coach who is transparent and will encourage inclusiveness and enjoyment for all players is crucial. See coaches section for more information |
| PARENT |
| <ul style="list-style-type: none">▶ Parents have a direct influence on a players football experience and journey because they are the ones who will select a childs sport at an early age, particularly mothers. They will also be a source of encouragement (as well as an outlet for frustration) and it is important that parents are well educated from the beginning of their childs football journey that the emphasis needs to be on fun, enjoyment and personal development (on and off the field) over performance and results |
| FRIENDS AND PEERS |
| <ul style="list-style-type: none">▶ As players get older, the influence of a parent can diminish and the influence of friends and peers grows. Among females particularly, there is a desire for acceptance and there is the collective encouragement to seek activities associated with 'preferred perceptions' of femininity. As such, it is important to develop strategies to maintain the collective desire and promote your club and football in a way throughout this period that appeals to changing motivations of players▶ Some ways that you can emphasis the impact of friends and peers at your club is to provide benefits/discounts to players for bringing players to your club, as well as go beyond football and organise social events for teams so that they move from team-mates/peers to developing friendships |
| ELITE PLAYERS |
| <ul style="list-style-type: none">▶ Girls tend to idolise elite players far less than boys, however that doesn't mean that females don't require strong female role models who compete on the elite stage and as a club/coach/parent, it is important that you work hard to promote such female role models to help young female players realise that there is a true pathway for the game▶ This can be done by organising team/club days at your local Westfield W-League club, or attending Westfield W-League games. You can also watch the W-League games on live TV or watch highlights on the internet |

| CLUB |
|--|
| <ul style="list-style-type: none">▶ It is important that the club promote role models to their female players, who can take an active role in their development. This can be female coaches, senior players or ex players who come to training, games or other activities and engage and encourage young players |
| TEACHERS |
| <ul style="list-style-type: none">▶ Teachers play a crucial role in the physical activity choices of all young people, not just females, and are integral to education regarding the benefits of lifelong physical activity, as well as encouraging behavioural patterns pre and during adolescence of regular physical activity▶ To grow your club and take a holistic approach to female football development, it can be important to engage local teachers and schools so that they are aware of and can help promote your football club as an avenue to stay physically active in a safe environment |
| SIBLINGS |
| <ul style="list-style-type: none">▶ Brothers and sisters, both younger and older can have a big impact on a females level of enjoyment in football, both inside and outside your club environment. Because siblings typically have a bigger role in spontaneous and informal forms of football (such as a kick around in the backyard or park), it is important that your club has a strong family friendly culture of encouragement and positivity which permeates all forms of football, so that when these informal kick arounds and games are taking place, your club participants are still enjoying football▶ To set this precedent early on, you could host family days where brothers and sisters are put onto family oriented teams with their parents and set clear rules encouraging fairness and positivity |
| CLUB COACH COORDINATORS AND TECHNICAL DIRECTORS |
| <ul style="list-style-type: none">▶ Club Coach Coordinators and Technical Directors, although not always having a direct influence on a player heavily influence the coaches and the environment for players that fall within their catchment and club. Having a positive and encouraging club coach coordinator or technical director sets the tone for the attitude of coaches and the playing environment |
| OTHER INFLUENCES |
| <ul style="list-style-type: none">▶ It is important to remember that outside of personal influences, players football experience can be influenced by technology, digital experiences, homework, books and a myriad of other influences. Particularly with the growth of the internet and digital capabilities, individuals have so many options to consume football in some way that it is important for your club to embrace this opportunity |

A number of people can be influencers on a players experience and environment – as a club it's your job to ensure that all of the people who impact a players' football experience make it as positive as possible.

The above are just some of the individuals who can influence a participants experience and on the next page are some ways that you can start to build a supportive environment for female footballers.

THE POWER OF ROLE MODELS

If a girl has never seen women participating in sport, it will be virtually impossible for her to imagine playing herself.

Girls need role models to not just show them their potential in sport and life, but to show them how one achieves success across spheres. Too often, girls are not exposed to a diversity of role models, limiting their visions for their own potential.

A girl needs to see confidence, leadership and accomplishment in other women in other women as it helps her to envision herself with those qualities. A programme designed to empower girls will benefit from providing powerful, positive role models.

What can you do to raise awareness of female role models?

- ▶ Use powerful images of strong female role models that can help girls visualise who a role model might be (E.g. Put up posters around your club and in change rooms where girls frequently go)
- ▶ Start sessions asking female players to nominate favourite players or female role models, short discussions about who she is, what she does and what she represents
- ▶ Regularly expose the girls in your programme to positive, strong female role models. Invite successful women, athletes and community members to be guest speakers or do training sessions with your group
- ▶ Encourage girls to be positive role models for one another by sharing their successes outside of sport during group discussions



Football needs to accommodate for girls at all levels - the social player, the competitive player and the aspiring Matilda. Not all girls want the same outcome.

– Jeff Stewart,
Sutherland Shire Football Association

We have our women's top team coached by a former player. We have current female senior players coaching our Saturday squirts program. We have U16 female players assisting with the Friday squirts program which provides clear and direct role models for all players.

– Rob Kirby, Taringa Rovers SFC



ROLE MODELS



MADI BLAKEY

Michelle Heyman is my role model. I started to really cheer for her when I saw her playing for Canberra United against Sydney FC and she was keeping the ball from their players in the corner and they were getting really frustrated and kept kicking the ball out. Now we go to every Canberra United home game to see her play.

- ▶ She smiles when she is playing so she really enjoys the game
- ▶ She talks to everyone when she signs things
- ▶ She stands out from the rest and is happy just being herself
- ▶ She gives it her all when she is on the field
- ▶ She is really passionate about football
- ▶ My local role models are my Mum and Dad, my sister Sara and brother Lachie, Ross my football coach and Mr Kelly my year 3 teacher
- ▶ Ross my coach makes football so much fun and he reminds us that the results don't matter
- ▶ Mr Kelly, he's really enthusiastic and that makes me want to learn
- ▶ My sister Sara because she is so artistic and we spend time together
- ▶ My brother Lachie, he's awesome at building Lego and he helps with my Lego
- ▶ Mum cares for everyone and always puts family first and Dad always comes to watch my football games and he gives me great advice

MICHELLE HEYMAN

"Knowing that children see me as a role model is something I'm truly motivated by. I love it! If in any way I can contribute to the happiness of others, through my efforts with football, then that's everything I can hope for. I want to be a great role model, both on and off the field.

- ▶ "As a child I found Cathy Freeman's efforts inspiring, and now as an adult, Ellen Degeneres represents everything I would like to be, I want to stay true to myself. She exemplifies that."
- ▶ "Something new every day inspires my ambitions with football. Friends, family, team mates, and supporters... It's more about my connections in everyday life."
- ▶ "It was special meeting Madi, since we connected we've regularly bumped in to each other at W-League games. It's special having that consistent contact. I really look forward to seeing how she blossoms."

THINGS TO CONSIDER WITH FEMALE ONLY TEAMS

Why are female only football teams beneficial?

- ▶ Being in an all-female environment allows young girls to be themselves because they are more comfortable
- ▶ Girls will be more confident in their actions, more willing to try new things and more willing to make mistakes and try again
- ▶ Girls are less afraid to give constructive feedback in a more comfortable environment
- ▶ Having all female environments allows female leaders and mentors to also feel more comfortable, similar to players

Rather than a straight 'how to guide' or checklist for setting up female only teams, below are a number of considerations to take into account when setting up teams. This is because every individual club situation is different, as well as the needs and wants of your players.

Coach

- ▶ The coach is crucial when setting up a female team. For more characteristics of a good coach for females, please see the coaches section (beginning on page 50) however it is very beneficial if the coach is also a female (particularly for younger females), because of the comfort levels felt in a 100% female environment

Facilities

- ▶ Facilities need to be female friendly (e.g. change rooms, bathrooms)
- ▶ Facilities also need to be equally accessible for females as they are to males and making sure that female teams feel valued equally to male/mixed teams is a big value add to the culture of female football at your club

Club

- ▶ The club needs to promote that it is a female friendly environment, with a strong culture that values male and female participation equally. This involves marketing and promotion to targeted female audiences and the wider community so that the good work done in developing female teams doesn't go unnoticed and you are able to intake new players each year
- ▶ The club also needs a dedicated committee or volunteer position, aimed specifically at maintaining awareness around the club of the female side of the game until it is integrated into the general club mechanisms

Players

- ▶ For female only football teams, your club will also need players. As mentioned, this involves promoting to targeted female audiences (schools, siblings of existing players, current players) that there is the option to play female only football within your club
- ▶ You can promote this through social media, flyers, visits to schools/events or any other form of marketing

Competition

- ▶ Although you might have female only football teams, your club and teams still need a female only football competition to play in. If your competition administrator/association doesn't currently offer female only competitions, they may be open to the idea which means that your club would have to work with other clubs in your area to put forward a proposal for female only competitions

FFA are currently working with Member federations and competition administrators to highlight the importance of making female only competitions available to as many clubs and teams as possible.

Flexibility

- ▶ It's important that when setting up the opportunities for female teams, you recognise that not all female

football players have the same motivations and needs. This requires a flexible approach to offer different types of football, as well as accepting that everyone has different expectations of commitment levels

- ▶ It's also important to realise that not every player will be at the same level, whether that is physically, technically, psychologically or socially and that you try and have the capacity to group players by ability level and personal preference as well as age

There will of course be times when boys and girls are integrated in to the same team or program (either by choice or by necessity) and below are some

recommendations on how to integrate the two:

- ▶ Consider individual needs and emotions, not just boys and girls
- ▶ Position girls and boys in leadership roles where appropriate
- ▶ Maintain a safe space
- ▶ Limit sensitive discussions
- ▶ Be mindful about ability and mixed-gender physical activity
- ▶ Conduct follow up discussions to gauge feedback and effectiveness



We try to be flexible with our female football based on not just time/offering but also on skill levels, experience and any other contributing factors.
– Women's Football Survey Respondent

COMPARISON OF AN ELITE PLAYER AND COMMUNITY PLAYER

STEPH CATLEY



Westfield Matildas Defender Steph Catley reflects on her early playing days with East Bentleigh Junior soccer club.

When and why did you start playing football?

I've been playing football since I was 4, but didn't join a club until I was 6. My brother was playing at East Bentleigh Junior soccer club and I was running around with a ball, showing off in front of the parents, soon enough I was thrown in to the boys team. I played for that same boys' team for 6 years. Football was the best part of my childhood and I played because it was so much fun. I would come home from school and be out in the front yard for hours kicking a ball before soccer training.

Why do you think girls should play football?

The great thing about football is that it doesn't matter if you're tall or small, fast or slow, there's a spot on the field that will suit your strengths. It's such an amazing way to meet new people and make friends that you can keep for a lifetime.

What are your three favourite things about football/ three reasons that you play football?

- 1. I'm lucky enough that at the moment, football is my job. And I could not think of a sentence to say that makes me happier.
- 2. Ever since I was little I've craved the way that seeing improvement in yourself feels. I love working hard on improving an aspect of my game and then seeing the results of that.
- 3. I think everyone in life is chasing happiness in some shape or form and as long as I'm chasing a football, I'm happy.

ISOBEL BOWES



Isobel Bowes, from Lindfield Football Club.

When and why did you start playing football?

I started in 2012 when I was 8. A friend of mine played in a team and asked if I wanted to join as they needed more players. I have played in winter teams and summer futsal teams every year since then.

Why do you think girls should play football?

Because anyone can play, it's not just a boys sport. It's a good way to make friends outside of your school group too.

What are your three favourite things about football/ three reasons that you play football?

I love to play because it's fun, energetic and you can play anywhere – in a match or at the oval with your friends and family.



By learning to set small goals and reach them, like juggling a ball 10 times or running a km without stopping, girls learn, through sport that the possibilities of developing skills and reaching goals are endless. Girls start to believe that they can accomplish and achieve objectives by working hard and putting their energy into it.

- Sally Shipard,
Former Westfield Matilda

THE ELITE FEMALE PLAYER – HOW TO IDENTIFY TALENTED PLAYERS AND WHAT TO DO WHEN YOU HAVE DISCOVERED ONE

"Talent Identification is about long-term vision: the first and most important question when scouting young potential talented players is which player can become a professional player or an international player in the future. It's not about the performance of today but the potential to excel in the future. The learning potential is a critical factor in assessing young talented players, it is individual and not easy

to predict. However young players, who have football qualities and show a great intrinsic willingness to improve, will very often achieve a high level of performance. These are the players we want to be part of the elite performance programs, wherein they further can develop and make their dream come true – Eric Abrams, Technical Director FFA.

Talent is defined by the FFA technical department as:

- ▶ The potential of a person to excel in a certain domain
- ▶ A dynamic and developing characteristic of a person, which can appear very early but also later in life
- ▶ Not something which will always be present – talent can disappear or diminish
- ▶ Not an innate characteristic and something that can be developed, however genetic factors can play an important role

It is important to recognise when you are identifying or developing talented players that there is no 'one size fits all' approach. Every player is different, develop at varying speeds, each individual circumstance is different and there are a number of different pathways that can provide opportunities to talented players.

There are three core areas of personal development (outside of the 6 characteristics of elite players laid out by the FFA technical department below) to take into account when considering taking talented players to higher levels:

- ▶ Physical

- ▶ Psychological

- ▶ Social

A coach or individual who wants to develop a talented female player who has the potential to be elite will need to be confident that the player is appropriately developed in these three areas, otherwise there is the risk of a player losing motivation and enjoyment for the game.

To avoid players losing motivation while still exploring opportunities to push them to develop further, there are a number of alternative strategies should they wish to remain in their local safe environment with a strong social culture:

- ▶ Set them targets outside of the regular team trainings (for example juggling records, individual challenges)
- ▶ Bring them to one training session a week with the local representative/NPL team, in addition to regular training with their current team
- ▶ Bring them to training with an older female team in your club in addition to regular training with their current team

SIX CHARACTERISTICS OF ELITE PLAYERS

When identifying ‘talented players’ for elite development programs, there are six characteristics that are consistently looked at nationally for players aged 13+. As with any talent identification program, these characteristics may be relevant for 13 year olds and not for others because everyone develops at different rates.

| MENTALITY OF A WINNER | |
|---|---|
| WHAT IS IT? | HOW DO THEY DISPLAY IT? |
| ▶ The player will always display an internal desire to win the game | ▶ Through commitment, engagement, encouragement of others, resilience when behind, lack of complacency when ahead, constant motivation, high energy levels, covers for team-mates, never gives up |
| EMOTIONAL STABILITY | |
| WHAT IS IT? | HOW DO THEY DISPLAY IT? |
| ▶ Players who are not influenced by external factors and are always in control of themselves without letting the situation affect their play | ▶ Maintaining concentration despite mistakes by themselves, team-mates or off-field incidents, not reacting negatively to coach instructions, not displaying frustrations with substitutions or positional changes, not getting frustrated after being fouled and showing consistent behaviour and fair play at all times |
| PERSONALITY AND PRESENCE | |
| WHAT IS IT? | HOW DO THEY DISPLAY IT? |
| ▶ Players who show confidence and passion. These players are influential in the game and show strong leadership with a focus on the team. Off the field they will be professional and make good decisions | ▶ Players like this will take responsibility for themselves and the team, actively coach other players during the game, be available when team-mates are in challenging situations, cover for team-mates and act as a role model |
| EXPLOSIVENESS | |
| WHAT IS IT? | HOW DO THEY DISPLAY IT? |
| ▶ Players with this characteristic have fast reactions and the ability to move in all directions quickly. They will have good mobility, agility and jumping ability | ▶ Players will be very quick off the mark, have fast reaction times, have the ability to change direction quickly, jump higher than others when competing for the ball, recover the ball quickly if they lose it and beat an opponent with quick movement |

| GAME INTELLIGENCE | |
|--|--|
| WHAT IS IT? | HOW DO THEY DISPLAY IT? |
| ▶ Players who make good decisions quickly under pressure with and without the ball based on the position of the ball, opponents and team-mates. Players with good game intelligence are able to anticipate the game, take a broader view of the game and be able to find solutions in both small and large environments, as well as the capability to change their decision at the last moment | ▶ When these players or their team have possession of the ball, they do not need to watch the ball at all times but can take notice of the overall environment and make good decisions to enable their team-mates to get into good positions and move forward. When these players do not have the ball, they are aware of the opponents positions and can block passes to intercept the ball, ideally leading to a positive move from their own team. Once the ball has been won they will continue to be involved by supporting or moving into another position |
| BODY AND BALL CONTROL | |
| WHAT IS IT? | HOW DO THEY DISPLAY IT? |
| ▶ Players with good body and ball control will keep control of the ball in all situations through good technique | ▶ Players with good body and ball control will be able to keep control of the ball even under intense pressure while maintaining good balance. “Technique can’t be underestimated, it allows you to enjoy football at the fullest. Good technique is fluent and balance, like a graceful dancer” - Ante Juric, Assistant Technical Director - Women’s Football |





THE GAP FC

Technical Director of The Gap FC, Rob Askew believes that influencing the culture of clubs and altering perspectives towards female participation is key.

Women must be involved in the management of the female sections of their club so that they can control their own destiny. Importantly they must also contribute to the broader club itself. At The Gap we have people from the women's side playing important roles in key positions on the Management Committee which not only ensures that women's voices are heard but that the women's section has become integral to the club. We encourage women to be involved at that crucial level because it gives women's football credibility, influence and power and a voice that can bring female football to the forefront of thinking at management level. Beyond that through annual proactive recruitment of volunteers by promoting female football as a mission and a 'members not customers' philosophy we ensure that our numbers are sufficient across the board to insure stability if someone moves on.

Running parallel to this is developing our player base. Back in the 90's we established our own committee to run our women's football program. It was at the same time Brisbane Women's Soccer introduced U/12's and U/14's. We were one of only a handful of clubs that took action in taking advantage of the opportunity to grow female participation at junior level. Encouraged by the numbers we achieved in the under 12, 14 and 16 age groups we submitted an application for a Grant from the Brisbane City Council to build our base further. Through funding we obtained from the Council we employed two Schools Development Officers on a part time basis to promote football for girls and our club. We also conducted free school holiday coaching clinics run by then Matilda and Gap player Kim Revell. What became apparent was that the greatest appetite for football amongst the girls we encountered was in the ages of 6, 7, 8 and 9. We believe that providing a female friendly entry level to the game is key to attracting and retaining the playing numbers that will ensure long term success of women's football.

Influencing the culture of a club at its core is a priority and changing perspectives towards female participation is equally crucial.





FEMALE COACHES

How to attract, retain and support
female coaches at your club

This section will help your club be a more attractive organisation for coaches (male and female) as well as understanding the benefits of having female dedicated coaches.

There is an overview of opportunities available as a coach, the different types of coaches and their characteristics and potential career progression.

This guide will also provide you with tips and strategies for recruiting and retaining coaches of females and female coaches, as well as an insight into community and elite level coaches.

Why should females coach at your club?

- ▶ Females should want to coach at your club
- ▶ Females make up approximately 50% of the population, so it only makes sense to involve them in coaching otherwise you potentially miss out on 50% of the coaching talent
- ▶ Female players need a variety of role models, including female coaches and mentors
- ▶ Coaching females can be different to coaching males – although not in every case, female coaches can assist here
- ▶ Having a 30% gender balance leads to a positive shift in behaviour and administrative decision-making that can also be applied to coaches
- ▶ Good coaches and facilitators can help translate skills learned on the field off the field, by showing them that the possibilities that exist for them are numerous and not limited to what society tells them their roles should be. A girl can learn that there isn't a big difference between working hard to run a certain distance and studying hard to pass a certain exam and continue her education

What should your club look like for female coaches and coaches of female footballers?

- ▶ It needs to be an welcoming and unintimidating environment for new coaches with minimal experience
- ▶ There needs to be a targeted strategy for welcoming new coaches who are reluctant or hesitant to try new things
- ▶ Your club needs to be a place for new and existing coaches to meet and work with like-minded coaches
- ▶ Your club needs to actively encourage and seek out opportunities for coaches to educate themselves and develop their skills
- ▶ Your club should aim to develop not only coaches, but role models and mentors for the coaches who you want to recruit and retain players
- ▶ Your club needs to be able to provide a pathway to a higher level of coaching, should coaches have the ambition





FEMALE COACHING OPPORTUNITIES

Where are the opportunities for females to coach?

There are great opportunities for women to enter the coaching spectrum through involvement at the MiniRoos levels where there is no requirement for any football background or knowledge as all sessions can be provided. The important aspect is the organisation of the young players into meaningful football games and activities rather than any delivery of technical information.

FFA's philosophy in the "Discovery phase" is based on young players having a positive, enjoyable experience and developing a love for the game. Support is provided for coaches at this level in the form of online activities and sessions and in the future, FFA hopes that there is a Club Coach Coordinator at each club who will provide support for new and inexperienced coaches within the club structure.

Women who have some playing experience should be encouraged to take on coaching at the Skill Acquisition and Game training phases where there is still support being provided, however they will be able to bring football knowledge and examples to their sessions.

FFAs aim is for coach development to always be:

FLEXIBLE

UTILISING A RANGE OF DELIVERY METHODS,
ON LINE, FACE TO FACE, MENTORED

ACCESSIBLE

AVAILABLE AT A PLACE, TIME AND COST
TO MEET THE COACH'S NEEDS

INCLUSIVE

RECEPTIVE TO, AND SUPPORTIVE OF,
ALL GROUPS, I.E. WOMEN, STUDENTS,
NEW ARRIVALS, PWD ETC.

RECOGNISED

VALUED BY THE FOOTBALL COMMUNITY



THE FOUR TYPES OF COACHES

The four types of coaches

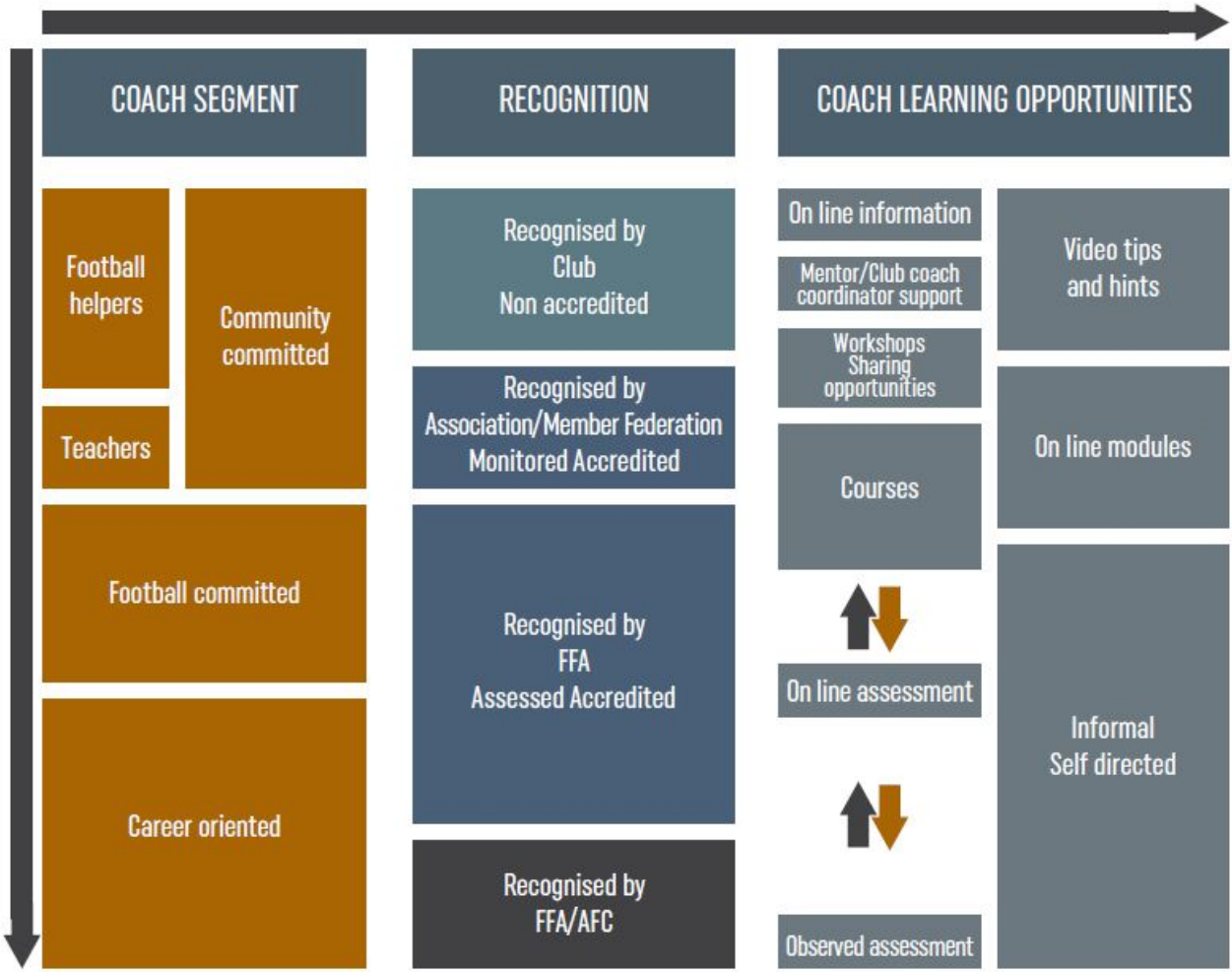
FFA, working with the Australian Sport Commission have categorised football coaches as falling into four different categories.

Below are two tables outlining characteristics of coaches and their level of recognition and opportunities for learning and development.

| COACH SEGMENTS | |
|---|--|
| FOOTBALL HELPERS | COMMUNITY COMMITTED |
| <ul style="list-style-type: none">▶ Football Helpers are mostly parents who coach because their kids are involved. Their primary motivation is seeing their child having fun and achieving something▶ They see coaching as a good way to spend time with their kids and feel that their involvement sets a good example▶ They can be 'new' coaches and may never have coached before, and may never have played the sport before▶ They are happy to help, but may not volunteer when initially asked as they are unsure of what will be required of them. A typical quote: "Everyone else took a step back"▶ They are satisfied as long as they feel useful▶ They also don't want to be overburdened, and are accepting of any support available | <ul style="list-style-type: none">▶ The Community Committed coach is likely to be an ex-player or parent who has stayed after their children have moved on▶ They tend to coach for a longer term▶ They are there because they like coaching▶ They also gain a sense of identity and status from the role▶ They like the social part of the club and often take other roles around the club, like committee member, administrator, treasurer, manager, etc |
| FOOTBALL COMMITTED | CAREER ORIENTED |
| <ul style="list-style-type: none">▶ Your typical Football committed coach is a young or middle aged adult who is a currently or recently retired player▶ They may have experienced success in their sport and shown some leadership qualities▶ For some there is a sense of pride being invited to coach, and recognition of their qualities▶ They are in it for personal benefit or kudos▶ They see coaching as a next step in getting better in the sport or leading to higher level coaching roles▶ They also see the benefit that coaching might bring to their work career, something to add to their CV▶ Pragmatically, and given their stage in life, it's also a chance to make a little money | <ul style="list-style-type: none">▶ The Career oriented coach is someone who generally an ex talented player who is planning to earn a living from football. They are interested in youth development squads or high performance levels▶ They are highly motivated to learn and are focused on formal qualifications▶ Spend time analyzing games▶ Show strong leadership qualities▶ Demonstrate strategic skills in planning and team building▶ Expect adequate remuneration for positions held |

RECOGNITION AND LEARNING OPPORTUNITIES

The coach segment column in this diagram details the type of the coach. Moving horizontally, you will see what the typical recognition is of a coach at that level (whether they are recognised by their club, undertaken a course or workshop by their Member Federation or undertaken formal coach education through the FFA and AFC coaching courses) and what learning opportunities are available to them (such as courses, self-directed research or anything else listed).



COACHING PROFILE



LEAH BLAYNEY

Former Matilda, current assistant coach at Western Sydney Wanderers FC and the Football NSW Institute

Leah Blayney has an amazing wealth of football knowledge and playing experience. Combine that with a teaching qualification and you have a perfect building block for a fruitful coaching career.

Q: What is your favourite aspect of coaching at the community level?

A: Seeing the growth in both quality and quantity of players at the community level has been a huge highlight. I think as a nation we have made much more of a commitment to developing this especially at the grassroots level, in future years we will see a positive knock on effect at the elite level with more kids now playing with better coaches.

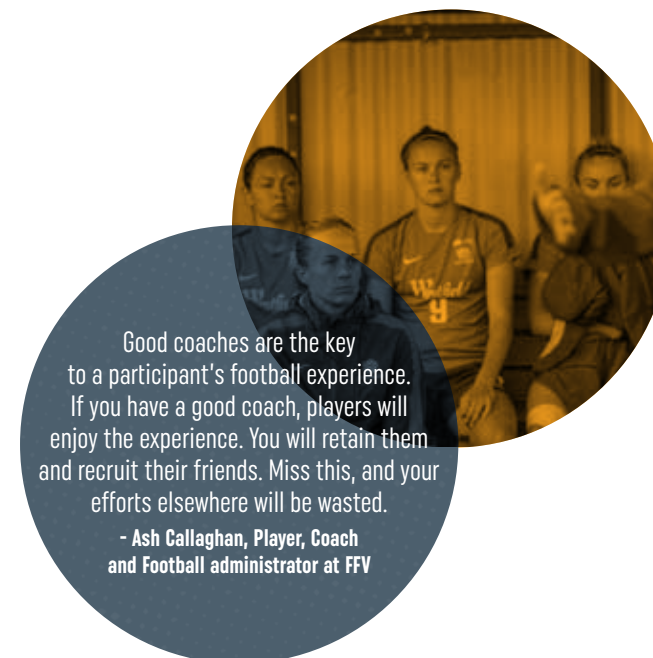
Q: Have you always been drawn to coaching beyond your playing days, and who enticed you to consider coaching?

A: I always enjoyed individual sessions with young aspiring players but never considered taking it on as a full-time career aspiration. When I could no longer play due to injury, a mentor of mine encouraged me to make an appearance at a regional tournament, meet the players, speak about my playing experiences etc. I was asked to stay and watch and give any advice. I simply loved working with this group; I stayed with them through the tournament. I ended up coaching them for the following 3 seasons!

Q: What are your three favourite aspects of coaching?

- ▶ Being a resource for the development of positive experiences for young players
- ▶ The journey of developing a plan, committing to an action and experiencing an outcome as a part of a team
- ▶ The opportunity for continued growth and development as a person and coach within football





Good coaches are the key to a participant's football experience. If you have a good coach, players will enjoy the experience. You will retain them and recruit their friends. Miss this, and your efforts elsewhere will be wasted.

- Ash Callaghan, Player, Coach and Football administrator at FFV

BUILDING A SUPPORTIVE ENVIRONMENT

Player and coach behaviours are a key factor in establishing and maintaining a positive club culture and therefore recruitment and retention of quality coaches contributes significantly to this culture.

However, the majority of coaches involved in sport are volunteers who are generally unable to commit time for any additional professional development. Given that best practice suggests "on the job" training provides optimum results and therefore delivery of coach education and support of coaches should be provided within the club environment to support the development of coaches and enhance positive football experiences for young players.

To this end FFA is establishing in club support in the form of a Club Coach Coordinator. Clubs who recognise this role will have the capacity to support new and inexperienced coaches at a time and place to meet the needs of these coaches.

The Club Coach Coordinator (CCC)

The main function of this role is to provide relevant and valued coach support in the club environment, and to monitor and mentor coaches to conduct appropriate quality football activities that will enhance the players' and coaches' experience.

This will be achieved through:

- ▶ Supporting a positive club coaching culture
- ▶ Ensuring all coaches are registered on My Football Club (MFC)
- ▶ Promoting inclusive practice within the coaching at the club
- ▶ Monitoring and mentoring club coaches and provide support based on their needs/wants
- ▶ Ensuring coaches have access to appropriate learning opportunities and resources including websites, courses and workshops
- ▶ Valuing the contribution of the coaches by welcoming them at their commencement and thanking them at the conclusion of the season
- ▶ Presenting parents with relevant information at the start of the season and update at regular intervals

The volunteer coach

They are mostly parents who coach because their children are involved. Their primary motivation is seeing their child having fun and achieving something.

They see coaching as a good way to spend time with their children and feel that their involvement sets a good example.

Many may be 'new' coaches: they may never have coached or played football before; some may have been coaching for a while, possibly in other sports

Whether they are new or have some experience, they are all developing and will be supported by the Club Coach Coordinator.

It is important to recognise that coaches for young players in the Discovery phase will be provided with football specific information including the session plans to be conducted. Any new coaches will be supported by the Club Coach Coordinator who will provide tips and

hints to support the experiences of the coach and players.

The CCC is in a position to support the growth and development of individual coaches and consequently the club. This increased effectiveness would facilitate the enjoyment not only of the coaches and players but of the whole club and so help to develop the appropriate club culture. Great club cultures arise through conscious behaviours which in turn will form positive and pleasant experiences. Some of these behaviours might include:

- ▶ Building a strong sense of inclusion and belonging
- ▶ Welcoming of new players, members and supporters
- ▶ Maintaining good communication between all stakeholders and most importantly:
- ▶ Creating a positive, safe and non-threatening environment in which players and coaches feel that they can try new things, make mistakes and learn

I think it would be fantastic to have a holistic 'introduction' day/night to a club for all senior female players where they can socialise and be informed of the clubs activities. You could also gauge interest in coaching, admin/committee roles or refereeing and sign them up on the spot!

- Women's Football Survey Respondent

RAE DOWER



Head Coach of Canberra United,
Westfield W-League.

It's very rewarding being a coach and it's the people and the players that you meet over the years and the re-connections that you make with them years down the track that makes you realise just how much you can / have impacted their lives.

- For a lot of players it is a personal choice to play recreational football rather than elite football, but they still love the game and I think whoever

is coaching them can ensure that they have fun, enjoy themselves and find their experience in football as positive

- I love the day to day interaction with the players and staff - the chance to really learn and grow together as a team
- I always thought I'd play the game forever, but when I had to retire due to injury in 2005 I found it was a natural progression to stay involved in the game - it's the closest thing you can get to still playing. And I also think I'm pretty good at it and I can offer a real point of difference as a female role model to the next generation of female footballers

SANDRA HILL



Player and coach in Canberra.

I started coaching because I wanted to be involved with the football community here in Canberra.

- It wasn't until Rae signed me up for a coaching course which really set my mind on coaching. After I got my qualifications I contacted Capital Football straight away and they told me there was a position with an u12 Academy
- The greatest thing about coaching is watching young footballers chase their dreams and

inspiring them to develop new skills. I guess it's that feeling knowing I've been apart of their development and hopefully helping them make a career for the game. Not only do I get to see them come to training the next day keen to learn more, I feel as though my knowledge has grown enormously ever since I've started coaching. So really it's just the greatest job

- Rae has been my biggest inspiration and mentor. She always thought I'd make a good coach and went out of her way to help me. Her coaching manners have taught me how to speak and encourage skills within a player. So having her to look up to really gave me confidence and helped me know how to coach my team



Pairing new coaches up with a friend in a similar situation and having them coach 'as a team' to start with - allows for flexibility of commitment and having an instant and inbuilt support network.

- Women's Football Survey Respondent

STRATEGIES TO RECRUIT AND RETAIN NEW FEMALE COACHES AND COACHES OF FEMALE FOOTBALLERS

Barriers for new coaches

There are a number of reasons or factors that can dissuade prospective coaches from being involved and act as barriers to taking up coaches, such as:

- ▶ Lack of confidence in a male dominated environment
- ▶ Lack of confidence in ability and knowledge to be successful
- ▶ Attitude and perceptions about ability and sexuality
- ▶ Work, family or study related time commitments

How to recruit coaches of female teams and female coaches

You will need females coaches and coaches for your

female teams and you should actively pursue female coaches in particular (as mentioned earlier, creating an all-female environment can help girls feel more comfortable and confident in themselves).

- ▶ Use current and former players who are enthusiastic and have the time to commit
- ▶ Offer value add-ons for players who coach – discounted playing fees, compensation for their time
- ▶ Reward existing coaches in tangible and visible ways – create interest and excitement around coaching at your club
 - Advertise locally:
 - Social media (Facebook, Twitter etc.)
 - local businesses

- schools (teachers have experience dealing with children and school hours can generally suit club training schedules)
- target University or TAFE students (students can have more flexible time commitments and may be studying a related topic)
- ▶ Find ways that you can make an introduction to coaching less intimidating! Some ways you could do this:

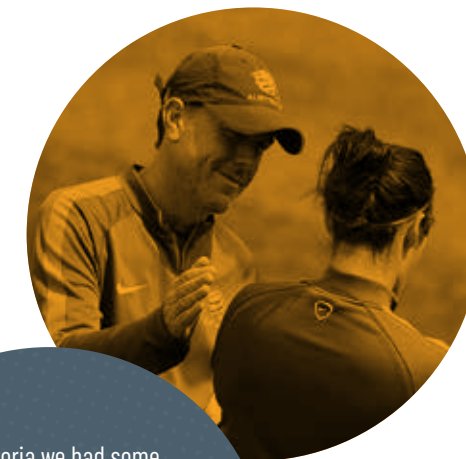
- Make sure that each new and aspiring coach has an experienced mentor who is enthusiastic, patient and welcoming
- Introduce them gradually – use holiday camps or bring them to sessions sporadically throughout the season until they feel they are ready commit for the season
- Put on an introductory grassroots course for all players to gauge interest in coaching (in any form) for the upcoming season

We like to encourage experienced and qualified coaches to add female coaching to their CV and repertoire. They often find it extremely rewarding and uniquely challenging (ie. good for their own coaching development) to take on female teams.

- Julia Louloudis, Victoria, Volunteer Community Club Administrator

We are trying to encourage our players to work with junior teams as assistants to get a feel for it with some success. Most of our players under 25 so we are at the planting the seed stage.

- John Ryan, Queensland



'In Victoria we had some success with hosting courses aimed towards 'coaching females' where there were components specific to the considerations unique to coaching females.'

– Mike Cooper, previously FFV Community Coach Education

STRATEGIES TO RETAIN CURRENT COACHES

Reasons for coaches leaving the game

- ▶ Unavoidable loss of parent coaches as children develop and grow up
- ▶ Perceived lack of support and professional development
- ▶ Male dominated culture
- ▶ Work, family or study related time commitments

How to retain current female coaches and coaches of female teams

- ▶ Create a strong culture amongst your female coaches and coaches of female teams, provide them with opportunities to get to know each other outside of the regular training and playing environments
 - This will help with all the reasons for coaches leaving the game, a strong 'team' culture where coaches support and encourage one another and are prepared to help each other out when necessary makes for a far more welcoming environment

- ▶ Invest! Once you have coaches on board your club will need something to showcase that you value the impact that female coaches and coaches for females can have. This can take the form of:

- The club paying for coaches to undertake coaching courses (if you pay for a large number of female coaches, you could even have the option to request female only coaching courses from your local association/member federation)
- The club paying for someone to act as a 'Club Coach Co-ordinator' to recruit and mentor new coaches, potentially with an emphasis on female coaches and coaches of females
- Having a club coach coordinator also gives new and developing coaches a clear development pathway – they could be in a position to lead and mentor coaches if they continue coaching

- ▶ Make sure that there is a clear line of support for all coaches, from peers to mentors and club administrators. This could include regular workshops/ meetings for all coaches

- ▶ Encourage and assist your coaches to continue to educate themselves through the FFA Coaching courses. This will ensure that you have higher quality coaches delivering a better experience for your players and your coaches are more likely to be 'promoters' of your club and football as whole
- ▶ Think holistically when providing learning opportunities, both football and non-football related. Many coaches will need assistance with equipment, facilities, timesheets and invoicing as well as wanting to progress as coaches

- ▶ Provide a pathway to the next level and opportunities for progression. Some coaches will want to progress a higher level, which could open up a wide variety of different avenues for them. This could include: becoming a coach mentor, becoming a coach educator, becoming an elite and/or high performance coach

If you have coaches who want to take the next step, congratulations! Your club is doing a great job at developing coaches who are passionate for the game and want to stay involved for an extended period and it's important that you encourage them with whatever path they want to take.

A few techniques that we use to bring in new coaches and keep existing coaches include:

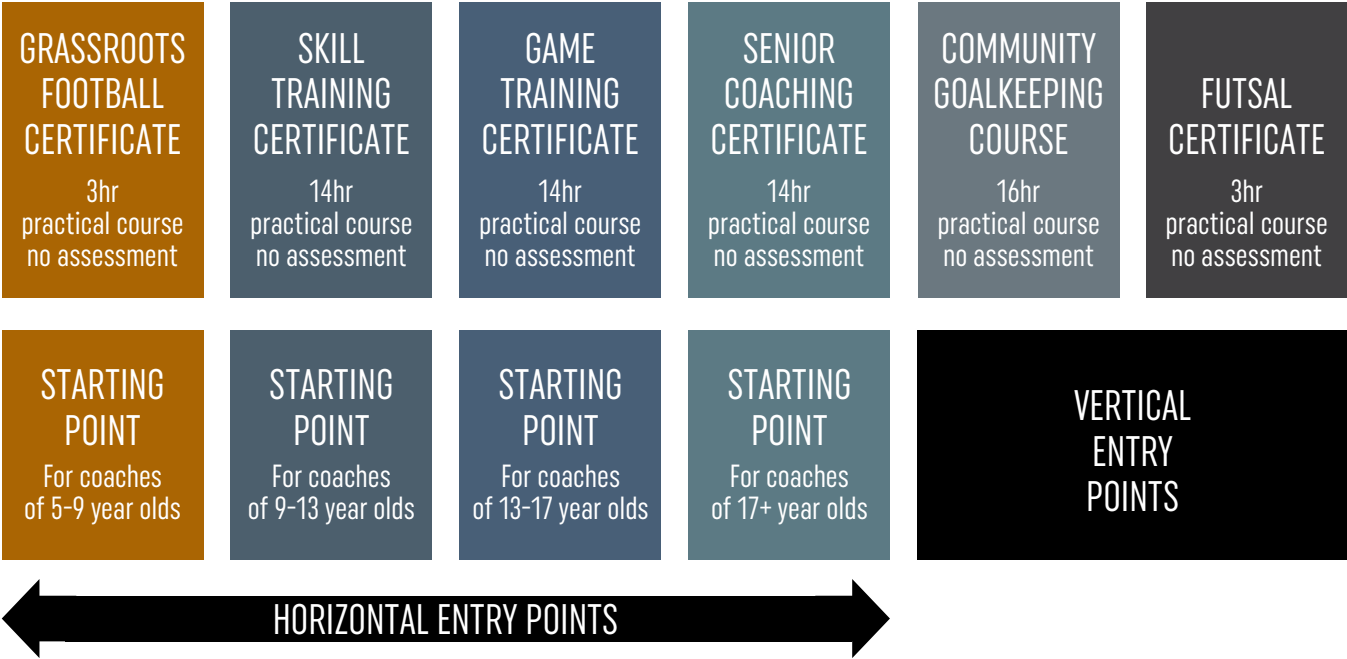
- ▶ Trying to engage ex-players as assistant coaches in less demanding roles.
- ▶ Engagement of female youth players as coaches in SAP programs.
- ▶ Trying to work with mentoring schemes to alleviate the 'extra time' needed to engage coach education.
- ▶ Encouraging girls to engage club's Youth Leadership program to mentor MiniRoos teams.
- ▶ Actively encourage senior and youth female players to engage in coaching roles with female teams.
- ▶ Show a clear club commitment to female football through actions, programs and events

– Simon Edwards, Tasmania

COACH DEVELOPMENT AND EDUCATION

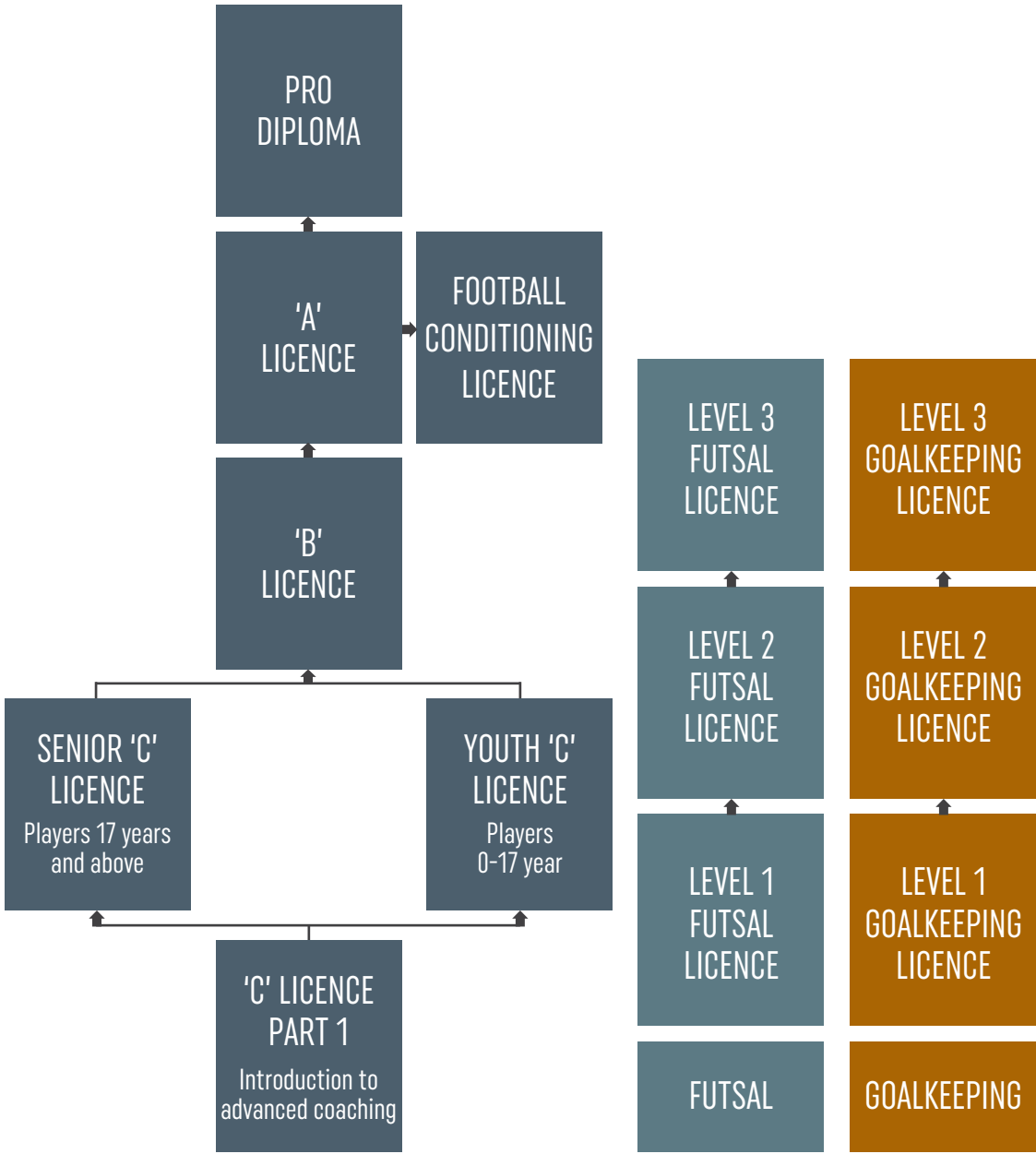
Community coaching pathway

The Community Coaching Pathway is aimed at coaches who prefer to coach at the grassroots/ community level. Coaches undertaking community courses can choose which course they wish to undertake based on the age group they will be coaching.



Advanced coaching pathway

FFA Advanced pathway courses are approved by AFC. Since Australia has its own National Football Curriculum, we naturally need to deliver our own specific courses rather than the generic AFC courses, and AFC has recognised this (Australia and Japan are the only two of AFC's 46 member associations to have the right).





Good communication with girls is critical, and the social aspect cannot be ignored. Being allowed to play with your friends, feeling welcomed and part of the club, and supported by good coaches will help player retention. Although there is a huge social aspect to the girls/women's game, they are genuinely competitive and take their game seriously.

- Karen Wills

GENERAL PRINCIPLES FOR COACHING FEMALES

Is there a difference in coaching males to females?

"There are many similarities in coaching females and males and regardless of the gender or age group you are coaching, it is always important to know and understand each player, what motivates them and the best way for them to learn. Some key things to consider when coaching female players are that they are generally coachable and want to learn; they may need positive reinforcement to build their confidence and that they may take criticism personally. Team chemistry is also an important factor when coaching female teams. Social cohesion is important and if team chemistry is not built at the start of the season and monitored throughout, off-field issues can quickly effect on-field performance."

- Vicki Linton- Westfield Matildas Assistant Coach

Ante Juric, assistant National technical director (women's) at FFA believes that "there should be minimal differences between coaching females and males, and that the quality and personality of the coach is the determining factor on a players enjoyment."

When coaching females, regardless of whether the coach is male or female, trust, respect and effective communication is the key to a positive experience for all involved. This will happen when the coach's behaviour is:

- ▶ Consistent, regardless of the situation
- ▶ Mature, showing that the coach respects the player
- ▶ Transparent with a clear decision making process

Trust is one of the most important aspects of the relationship between a player and coach. It is important for all coaches to remember that females especially value this and when coaching females that it can take a

little more time to develop.

Here are some tips and advice for coaches of females which will help them to earn trust and respect from their players:

- ▶ To engage with females of any age, coaches need to ensure that as a collective, everyone feels welcome, engaged and valued. Females in particular want to make sure that everyone feels included and a part of the group and if one player is alienated, there is the strong possibility of losing the trust of the rest of the group.
- ▶ Initially, it can be helpful for coaches to give positive

feedback to the group as a whole, and once a strong relationship has been developed begin to give constructive feedback on a more individual level. This is to develop a positive and safe environment before there is any feedback that could be perceived as 'negative'.

- ▶ Females can be very concerned with capability to perform a skill or activity at their first attempt – boys will be far more likely to try, and try consistently regardless of results the first time so a lot of encouragement and patience is required, particularly with players who are only just beginning

Understanding the unique differences in needs and wants of the players is crucial too, in many cases, girls and boys are seeking something different, the dynamic between these relationships must be identified, understood and worked with. It is important to note that both male and female coaches benefit from education about the differences between coaching girls/women and boys/men at different age groups. In addition, it is important to consider the different skills required for coaching different ability and experience levels for girls and women.

- Rosalie Viney, Hurlstone Park Wanderers/Canterbury District Soccer Football Association



CASE STUDY

Carol Harper, Monaro Panthers Football Club, Queanbeyan, NSW.

The short term and immediate action regarding promotion of coaching opportunities has stemmed from word of mouth from our current Women's Premier League (WPL) squad Coaches and the encouragement of our current WPL players to coach or assist coaching the younger teams. In 2015 we had 4 WPL players involved in coaching and assisting coaching our junior teams. Our senior current WPL coaching staff offered mentorship in the form of coaching support via attending sessions, assistance with preparing and conducting training sessions, offering moral support, attending matches and providing sideline support and advice, and in addition our Club has offered sponsorship for current coaches and players who are interested in obtaining coaching course qualifications.

With the recent Whole of Football Plan and new FFA directives requiring more coach education and qualifications, and in my role as TD Administrator in 2015, I maintained regular email correspondence with our current list of PL and WPL coaches and managers to encourage them to attend the coach workshops and courses run by our regional body (Capital Football). I have identified that I really need to expand my group list to encompass our junior club coaches, and possibly more female coaches, as some of the junior coach volunteers (often Mums and Dads new to the club and/or Football) may not be aware of the courses and

workshops available. Feedback we received at our latest Club Coach meeting was that, often the volunteers have no idea about how to coach and therefore doing the Grassroots and more advanced courses provides appropriate knowledge, skills and confidence for volunteers to take on coaching roles.

Our Club Website is the Club's noticeboard for all these notifications and promotion, as well as having age group co-ordinators in place to liaise with coaches, correspond with and distribute relevant information.

Following my completion of the B Licence Coaching course in 2015 I was approached by our Regional Administration Body (Capital Football), to take on a Coach Educator Role which would expand my ability to promote and offer coaching opportunities within our Club. This means I will be obtaining Coach Educator qualifications with which to educate volunteers from Grass Roots levels and for them to become certified in the entry level coaching skills.

Pre-season skills clinics that our Club run are another avenue at which to recruit potential coaches.

It is essential for our Club to have more females coaches on board, as this provides role models and promotes the female profile which then attracts more female players, and our Club needs more female players!

In addition, as suggested by our Regional Administrator at the latest WPL meeting, a dedicated female TD within each Club to mentor the female coaches is of the utmost importance. This offers coaching support from a female perspective.





FEMALE ADMINISTRATORS

How to attract, retain and support
female administrators at your club

This section will help you and your club understand how to attract, retain and support female administrators at your club.

Why do Clubs have administrators?

People who volunteer their time as club administrators are the backbone of community sport in Australia. The job can be daunting to start with, but the experience can be very rewarding. You may even learn some new skills and discover hidden talents.

How can a community club benefit from female involvement?

- ▶ Administrators contribute to the social and economic value of sport, particularly at the grass roots level
- ▶ You can assist in developing a culture of service and an emotional attachment to the club that will motivate people to want to keep going
- ▶ Encourage women to be more pro-active in the football operations, and not just the stereotypical roles. Women can be the president, technical director, club coach coordinator or any other role, not just treasurer, secretary or canteen lady



This section will provide an insight into how your club will benefit from having females in administrative positions and key principles for the development of female football.

There are also features on female executives from all levels of the game, including international, national, state and local level administrators.





WHY DO WE NEED FEMALE ADMINISTRATORS?

Moya Dodd, FIFA Executive Committee Member, AFC Executive Committee member and FFA Board Member speaks on the role of female administrators.

1. From a youth and grassroots level, what is the most important aspect of having more girls and women involved, across all roles?

Football is the best game in the world, and the whole population deserves the chance to be part of it - regardless of gender, age, or ability - so that benefits like health, learning and self-esteem can be shared. By being inclusive, we can demonstrate important values of fairness and equality which make communities stronger. And it will improve the game for everyone in it if we tap into the whole talent pool, both on and off the field.

2. From an administrator's perspective, would you have any advice for community level clubs in drafting and implementing their plan to develop women's football?

Read FIFA's ten principles for the development of women's football (see below).
Once you've written your plan, check them off!

3. What advice would you give us all here at the community level that can help aid this culture shift?

The game is what we make it. If you want to make it better, you can be that change. Whatever role you have, you have a voice. And your words and actions are your platform for change.

4. What is requested is that consistent efforts are made to provide girls and women with a "fair go", what is the most important step a community club can make to help make a difference?

Make sure that your activities are as accessible to girls as they are to boys, in all respects. Opportunity drives participation!

5. You mention in your reform that once a minority group occupies 30% of a group, they no longer are considered 'special interest' representatives. How has the culture shifted in your work with FIFA since the reform paper was published?

Culture shift takes time, but I sense that it is now easier for people (men and women) to speak up about gender inequality and call out both the flaws in our game and the vision of a better way. Once momentum gathers, it's hard to stop.

6. One of the main goals of FIFA's women's development programs is to ensure that every girl and woman who wants to play has the opportunity to do so; what is the biggest challenge we face worldwide with this goal?

Globally, women and girls face profound inequities, from the moment they are born. The degree of "son preference" is so strong in some parts of the world that boys will routinely be fed, educated and given play time ahead of their sisters. We are challenging the default attitudes at the heart of gender discrimination. One football organiser in told me that a player on his program dropped out because she was sold into servitude by her family, to pay for her brother's education. In this context, football seems secondary to life's broader challenges. But if we can give girls the opportunity to play the game alongside their brothers, football can be an immensely powerful platform for gender equality, which is recognised as a key leverage point in social well-being for everyone.



FIFA'S 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.



Female friendly environments
lead to more balanced
decision making
and consideration
of different needs.
- Women's Football
Survey Respondent

BUILDING A SUPPORTIVE ENVIRONMENT

Below are some ways that you and your club can ensure that female administrators feel welcome and supported.

- ▶ Give support through training and guidance for those willing to be involved across all roles
- ▶ Encourage capable women to nominate for important positions, some may lack confidence to do so (e.g. personally invite those to be involved)
- ▶ Actively encourage participation, flexibility in commitment levels during the year (e.g. more online, less meetings)
- ▶ Try and recruit several females at once so there is a social side to the involvement, encourage women and their friends to join together and have other women support them through the process
- ▶ Promote the club as a family club
- ▶ Sub-committee meeting for women's programs and teams made up of females (mums, players, committee members)
- ▶ Have or work towards having a minimum percentage of female members on a committee

Strategies to make your club more volunteer friendly

- ▶ It is important that time for meetings are scheduled accordingly to time restraints of those volunteering
- ▶ Encourage a team approach to club administration
- ▶ Encourage volunteers to do small things, they all add up
- ▶ Promote usefulness of diversity on committees - research shows having a minimum of 30% female

members on a committee/board is enough to have a positive impact on discussion and decision making

- ▶ Promote club strategic plan that identifies increased female representation in committee and coaching as one of its key targets
- ▶ Actively invite women and female players to have input into club policies, this may also show players how they can contribute to the club from a volunteer aspect

Interestingly this season I had two different females ask whether I would be continuing my role within the committee as they would only consider joining if they had my specific support (i.e. support of another female already established within the club). This demonstrates how important the support network component is to females and how it impacts on their willingness to get involved and how this translates across all areas from playing, coaching and volunteering.

- Maz Romandini, Volunteer, Community Club Administrator, Community Club Committee Member at Glen Waverley Soccer Club



We email all parents and players each year and ask for people to help make female football stronger by taking on a role at our club. The message is that female football needs its stakeholders to make it stronger.

- Rob Askew, Technical director at The Gap FC

STRATEGIES TO RECRUIT AND RETAIN FEMALE ADMINISTRATORS

Barriers to administrative positions for females

There are a number of factors that act as barriers to females engaging in administrative roles:

- ▶ Family and work commitments
- ▶ Lack of awareness
- ▶ Traditionally a male dominated environment
- ▶ Lack of opportunities
- ▶ Lack of time/motivation due to other commitments

Recruitment Strategies

Some ways that you can address these barriers and recruit new female players to your club are:

- ▶ Promote all offerings that your club has through as many avenues as possible, for example:
 - Advertising specifically for female committee members and listing roles
 - Upon registration, have members share what they can offer the club or if they have any desire to contribute in a voluntary capacity
 - Promotion – Media, social media, utilise University websites to advertise, newspapers, school newsletters, , advertise available positions via sporting personalities for extra reach
 - Be pro-active. Email all parents and players each year and ask for people to help make female football stronger by taking on a role at your club

- ▶ Highlight the number of roles available and flexibility around other commitments, as well as development opportunities, for example:
 - Flexible conditions (e.g. work from home, limited meetings, modified/shared roles with females in similar positions, flexibility in commitment levels during the year)
 - Raise awareness of the work that is required across the whole club and the positive impact that could be had on other females
 - Encourage 'shadow' positions initially and emphasise to volunteers they are to give what time they can, always provide guidance

- ▶ Developing a culture within the club of players giving back, identifying senior players who may have an interest or special skill to help
- ▶ Hiring females who are qualified to perform roles
- ▶ Make sure that anyone interested knows that prior experience in football/similar roles (depending on the position) isn't required, only enthusiasm and a willingness to learn and help
- ▶ Discount/reduced fees for players or parents who get involved

My favourite aspect of being an administrator is contributing to the opportunity for people to have fun, be competitive and be active. It's fantastic to see masters players (players age 35 and over) still out and about playing a game that they have been involved in and loved since a child. It's also wonderful to see players who have taken time off for motherhood come back and get involved and pass their love of the game to their children.

- Melanie Luksa, State League Administrator at Capital Football



Women can often be more occupied with raising family/home duties so having club meetings that are family friendly and conducive to home/life commitments would be of great help.

- Julia Louloudis,
Volunteer Community Club Administrator

RETAINING CURRENT ADMINISTRATORS

Reasons that females could leave an administrator role

There are many reasons volunteers leave throughout their involvement with a club:

- ▶ Family and work commitments
- ▶ Changing motivations and personal factors
- ▶ Lack of support from committee
- ▶ Do not feel valued or wanted
- ▶ Too high expectations regarding work load

Retention Strategies

To address these issues and more, below are some

strategies which might help your club hold on to valuable volunteers:

- ▶ Encourage friends to join, bring a friend along for mutual support. Create modified, shared roles with other females in similar positions
- ▶ Distribute work among a greater number of people. For example:
 - Provide people with smaller tasks, allocated to those persons with relevant strengths
 - Break important work into smaller tasks that can be done by a group of people (friends or family or teams)
- ▶ Try to pre-emptively identify those who have an interest in the sport/club (e.g. around the registration

time, ask parents if they'd be interested and create a database of contacts)

- ▶ Encourage and support volunteers, make them feel like they are valued and wanted at your club and helping contribute to the success on and off the field
 - Reward volunteers for their contribution to sport and the wider community
 - Recognise people who give their time to the club, through your regular communication (e.g. newsletter) or at presentation days
 - Host 'Thank You' days/nights for all the volunteers

and/or non-playing personnel at your club

- ▶ Try and encourage your current members to recruit other women from their parent or friendship groups or teams. This will ensure that there is a social element to their work.
- ▶ Explore opportunities for people involved to meet people in similar roles at other clubs and develop, such as workshops put on by the association or Member Federation
- ▶ Ensure that there are positions dedicated to female football in your club

Create a welcoming environment that promotes fun and social engagement for the whole family. There must be support from male committee members and players

- Maggie Koumi, FFV female committee member and club volunteer, Victoria

There are not enough females in leadership and management positions in football. We need to empower and motivate women to lead and work in football by providing education and development opportunities to facilitate change and increase the talent pool of future leaders.

- Heather Reid



DEVELOPMENT AND EDUCATION

Why should you encourage your administrators to undertake professional development and education?

- ▶ It provides them with an avenue to improve their knowledge and capabilities, while also networking with people in similar positions
- ▶ Having a growth mindset at all levels of your club, from coaches, to players to administrators leads to a more positive environment that can be more receptive to change and improvement
- ▶ Having more skilled administrators will improve your club off the field, making your club more attractive to prospective players as well as ensuring that your current players have positive experiences

What can a club do to assist with leadership and professional development?

- ▶ Create an environment where all volunteers respect one another and feel comfortable supporting each other as well as giving feedback
- ▶ Provide access to helpful resources, for example:
 - <http://www.playbytherules.net.au/features-mainmenu/club-toolkit>
 - <http://guides.womenwin.org/ig>
 - http://www.ausport.gov.au/supporting/a_brief_introduction_to_supporting_sport

- ▶ Requesting player representation at general meetings, resulting in more awareness and appreciation about what happens behind the scenes in order for the club to exist
- ▶ Request representatives from associations or Member Federations (or even women from prominent sporting organisations) to visit the club and talk through effective strategies and ways to overcome potential barriers
- ▶ Host female volunteers/administration networking events and encourage women in decision making positions
- ▶ Be consistent and transparent with football operations, communications and decision making in your club

All members of your club, as well as those who have a non-member role (such as spectators, visiting teams, and some administrators) have personal rights that should be respected and upheld. These include the right to be free from abuse, discrimination or harassment, and to be treated with dignity and respect.

– Play by the rules: 'Administrators: Responsibilities and Rights'



ADMINISTRATORS IN ACTION

EMMA HIGHWOOD, FFA



provide you with constructive feedback. Be willing to listen and learn from others, and always create time for reflection on your own development.

What are your favourite 3 aspects of your current role at the FFA?

- ▶ I love the challenge, that we are an ambitious sport which is on the up in Australia, and Women's Football is key to that growth
- ▶ I enjoy working with my team, supporting and watching people learn and grow is something I particularly enjoy as a manager
- ▶ I enjoy the fact that I can effect change, and give something back to the sport, which has given me so much, in two areas specifically which have always been my greatest passions – grassroots and women's

Why would you encourage females to perform any variety of administrative roles at their local club/ within their sporting community?

It is important that we have more women involved in sport. Women will bring their own individual skills and experiences which can help the football clubs to grow in the community. This will also result in an increase of women and girls playing and coaching in the game. We are a diverse society, and football should reflect that. Being involved in a club is a great way to contribute to the community, and contribute to the game.

What advice would you give to a young sporting administrator?

Focus on roles and getting involved in projects which can assist to develop skills and build your networks, rather than focusing on salaries and or job titles. Surround yourself with people who can

NYSSA SUCHANOW, NNSWF



How have you developed personally and professionally from your work at Northern NSW Football?

Working in football has given me the opportunity to develop a wide variety of skills and develop a lot of personal strengths. Public speaking was something I was horrible at before I started, now I can confidently speak in front of large groups of people - even state federation CEO's! However, I think the biggest thing I have taken from this whole experience has been to never doubt myself; I can achieve more than what I think.

What would you say to clubs and individuals is the best way to contribute to the growth of female football?

We need more women in decision making positions on committees! However, I would encourage anyone with an interest in football to get involved, even if it's their child that has an interest...it's always good to give back to your community, and you never know where it might take you! If you're thinking about getting involved at any level go for it, don't doubt your ability. Whether you want to be on the committee, you want to coach or you would like to become a referee there is a lot of support available right through from your local club to FFA, all you need to do is ask.



CASE STUDY

Kerryn Constable is both secretary of the Bega Devils Football Club and the Far South Coast Football Association. She also plays in the open women's division. Here is a snippet of her story:

12 years ago we re-located to Bega as a family. My husband and our kids immediately joined the Bega Devils Football Club, and I went along to some of the meetings. There were no females present, which surprised me. It was very male dominated. From then on, I was motivated to see a change in the disparity.

Any female with passion for their sport or club, can contribute in some way. Gone are the days of females 'just running the canteen', or 'transporting their kids to the games'. There lies opportunities in committees, either by taking on a position, or helping with

fundraising or coaching a team, it's not only beneficial to the club and their family (if any), but most of all to themselves! It is extremely rewarding. Watching my children's progress has certainly been my favourite aspect of my involvement. They've all remained in touch with football; my older daughter is even involved in the committee at our local club. I would have to say a highlight would also be starting to play myself. At 40 I began. The ages in the team vary somewhat, but they're all incredibly encouraging. I love that I play in a team with both of my daughters.

I have definitely become more assertive as a result of fulfilling an administrative role. Chairing a meeting at club level is one thing, but at an Association level would have terrified me 10 years ago. I have developed confidence in my ability to lead, organise and fundraise.

I feel that I have grown as a person. I know that I have.





FEMALE REFEREES

How to attract, retain and support
female referees at your club

This section will help your club to understand the importance of referees and how your club can play an active role in ensuring that any referee experience is a positive one.

Why do we have referees?

- ▶ Referees are a vital part of the football community and play an extremely important role in any sport. Without referees, most sporting competitions would be unable to function
- ▶ The approach of the official can influence the participants experience and enjoyment of the sport
- ▶ Referees ensure the competition is conducted in a safe and fair manner
- ▶ People expect the referees to be a person they can trust to control the competition

Why should people want to referee?

- ▶ It's an opportunity to actively participate in football whilst also giving back to the game
- ▶ It's an opportunity to develop or expand a new network of friends while adopting and maintaining a healthy active lifestyle
- ▶ Refereeing is a chance to develop and advance their leadership and guidance skills in a facilitative manner

This section will assist your club in realising how you can:

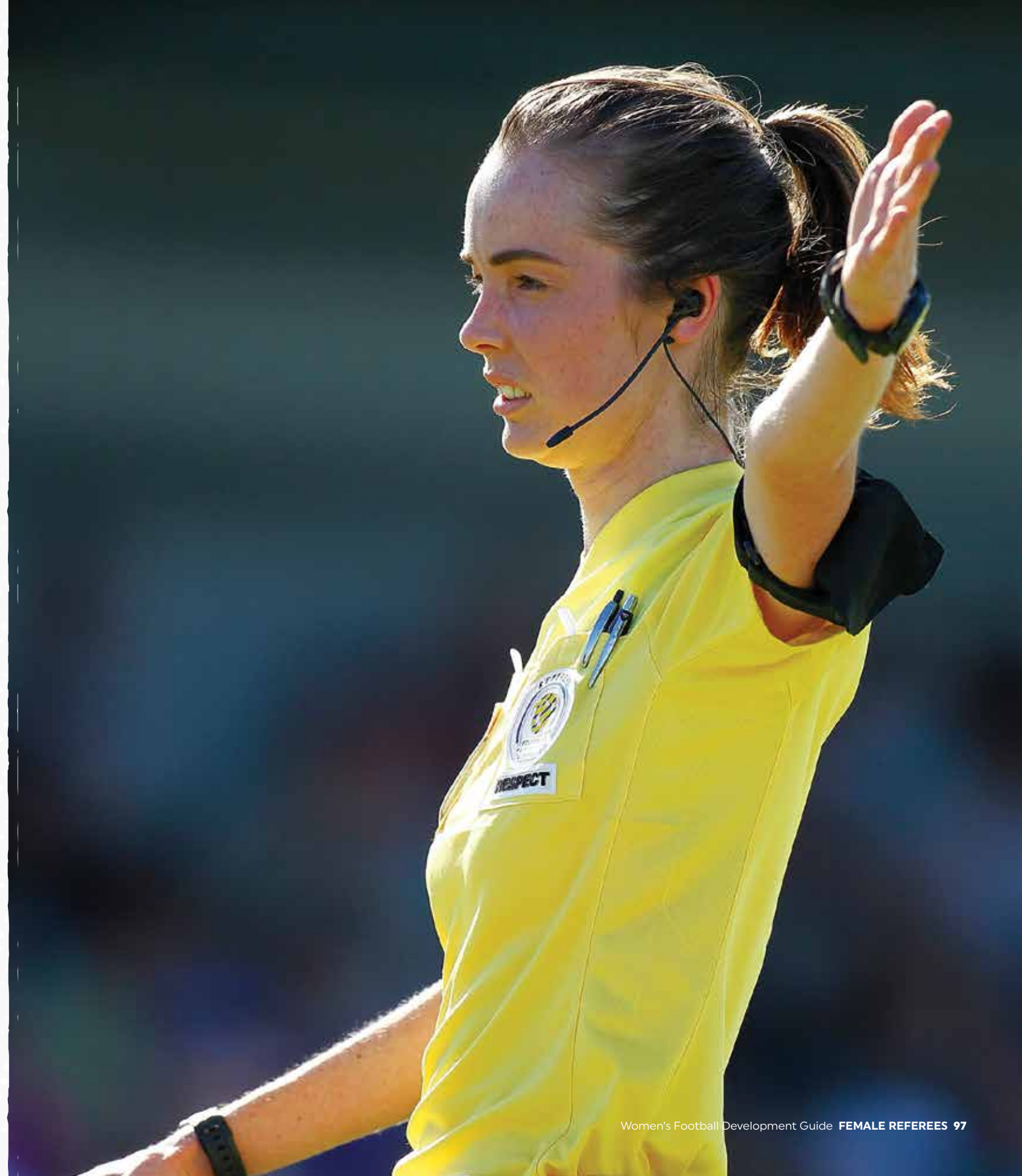
- ▶ Help provide opportunities for female referees
- ▶ Recruit and retain referees in your competitions
- ▶ Help build unintimidating and supportive environments for referees
- ▶ Encourage your players to show referees the respect they deserve

- ▶ Referees can positively influence the players experience and enjoyment of the sport

- ▶ Refereeing is an opportunity to earn money whilst enjoying and contributing to the sport you love

What does it take to be a referee?

- ▶ If you have a passion for football, refereeing provides an opportunity to participate, but in a different way
- ▶ You must have a good level of fitness, helping achieve correct positioning, making good decisions and officiate in a calm, controlled manner
- ▶ Referees should regularly attend courses to develop to the expected level; it is more than just knowing the rules
- ▶ Qualities such as integrity, honesty, trustworthiness and respect are integral to the role of the referee
- ▶ Referees need to ensure their approach towards officiating is in line with the aims of the competition (for example, junior competitions are usually aimed at fun and skill development, rather than winning)





I've always played football but only considered refereeing when I was 15 years old. My dad suggested it around the time when I wanted to begin working. I love being involved with football, so I love watching good players and being a part of their game. Being fit and making friends is also a positive. I would love the opportunity to be officiating at the international level one day. I am more confident talking and liaising with people, and I can manage and cooperate with people in a professional context. My verbal and nonverbal communication from refereeing has also helped me in my teaching profession.

- Laura Moya

STRATEGIES TO RECRUIT AND RETAIN FEMALE REFEREES

Barriers to refereeing for females

There are many factors that act as barriers to females refereeing football, including:

- ▶ Lack of information/knowledge of refereeing pathway
- ▶ Lack of time/interest
- ▶ Fear of abuse
- ▶ Unaware of opportunities to referee female-only games

Recruiting Strategies

Some ways that you can address these barriers and recruit new female referees to your club are:

- ▶ Promote all the offerings at your club for female referees through as many avenues as possible, for example:
 - Information evenings and networking

- Engage with local schools in the area
- Promotional stands at events

- ▶ There are many women who play community football and given the right support and encouragement might be interested in officiating at this level. This can be achieved by:
 - Encourage and identify potential talent from a young age, Encourage players to complete the referee introductory course
 - Promote refereeing opportunities and actively encourage females to attend courses
 - Encourage junior girls to become referees. (E.g. 14-17 year old players who want to start working and already know and love football)

- ▶ Start an initiative that there must be a 'volunteer' referee member from each team from your club to attend a course and be the back-up referee should any of the allocated officials not be available

- ▶ Promoting the benefits of having female referees of female-only games and the positive environment that can develop in these situations
- ▶ Advertise refereeing as a way to earn money while being involved and giving back to the game

I'd like to be a referee, but how do I find the information and where from?

Allyson Flynn: The easiest place to start would be to contact your local association or Member Federation. They will have courses for new referees at the start of the season. FFA has also developed online Laws of The Game course which can be accessed at any time.

I started refereeing two years ago when I was 15. I was playing for Playford Patriots we were told that FFSA were giving out scholarships for girls who wanted to referee; I discussed the opportunity with dad. His advice was I'd have nothing to lose, only gain from the experience, so I went and took the opportunity. I love the travelling aspect of refereeing and being able to meet a large community of people I wouldn't ordinarily meet. Gaining experience through refereeing with more senior referees or being mentored by them is motivating. Through officiating games I've gained confidence, an improvement that I and others have seen in myself. Officiating has also taught me a lot about being organised, working as a team, respect and one's reputation/presentation. As a referee I have to present myself in a way in which I will be respected by the players and coach, both on and off the pitch.

- Paula Orlandi

I'd like to referee, but I do not want to experience the abuse from spectators, or disrespect from the players/coaching staff when I make decisions. How do I know I am going to have the support from my club/association?

Kate Jacewicz: There are always people you can talk to; all you have to do is speak up. There's support at clubs and state member federations as well as the local branches. Refereeing feels quite isolating at times, however you are not alone, so don't hesitate to seek support or help.



We need to actively ensure that referees are supported both on and off the field.
- Lochinvar Rovers Football (NNSW)

RETAINING CURRENT REFEREES

Reasons for leaving refereeing

There are many reasons why referees leave the game:

- ▶ Family and work commitments
- ▶ Changing motivations and personal factors
- ▶ Poor guidance/mentor experience
- ▶ Abuse from spectators and perceived lack of support
- ▶ Lack of awareness of opportunities/course available

Retention Strategies

Once we have female referees how can we work to keep them in the game?

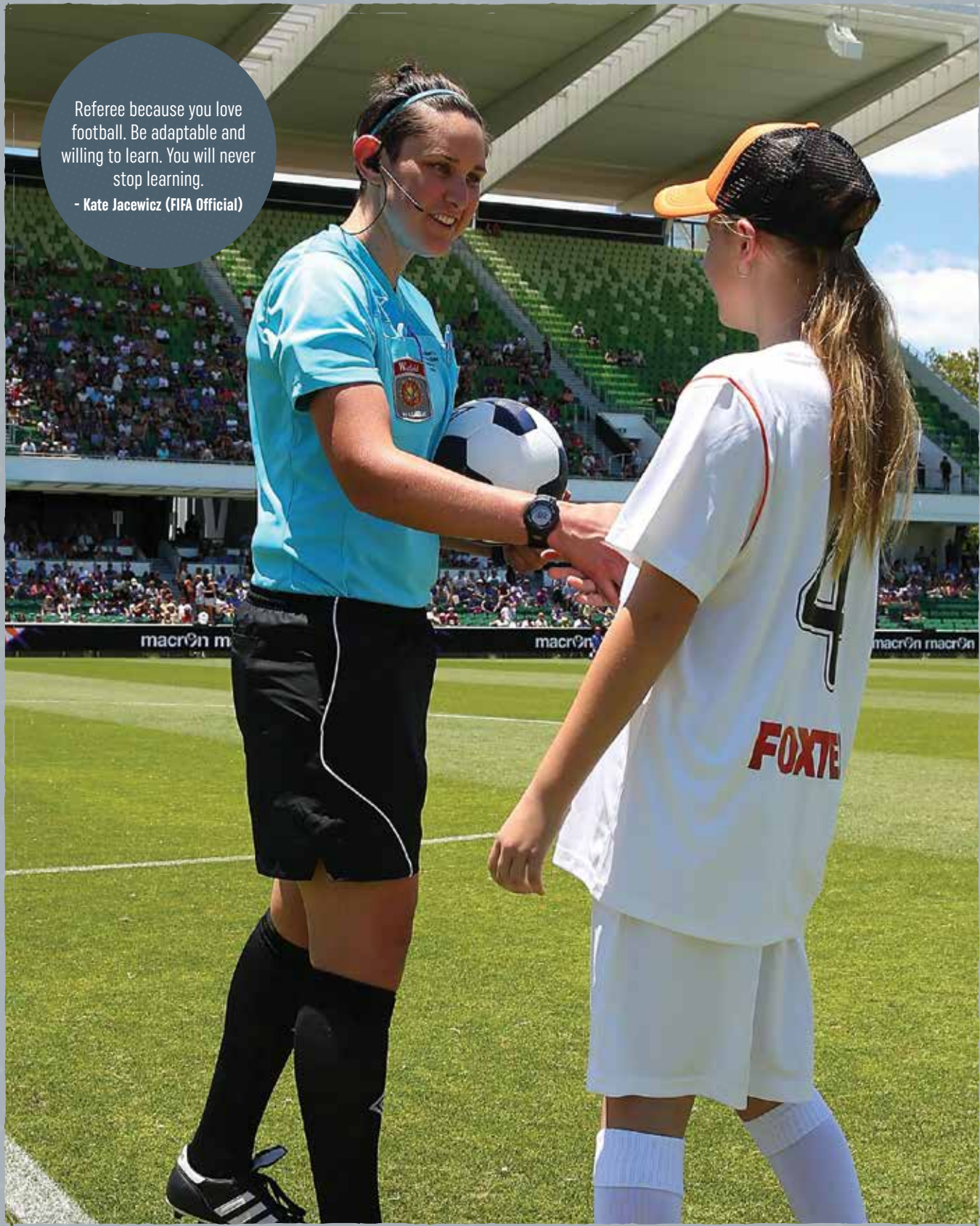
- ▶ Continued opportunities to shadow and network with other referees, encouraging positive feedback to the referees via clubs and the referees association
- ▶ Providing referees with information/courses to assist their growth and continued development
- ▶ Recognise referees for their efforts
 - If possible, invite them to your club functions/presentation days so that they have to opportunity to interact with your regular club members outside of match situations
- ▶ Supply female referees all season so they become familiar with players
- ▶ Give new and existing referees the opportunity

to decide which type of game they wish to be responsible for (e.g. only men's, only women's or a mix of both)

- ▶ Incorporate mentoring program for referees, where young/new referees are paired up with an older/experienced mentor. This makes the new referee feel valued with a strong support network and gives the mentor a sense of responsibility and appetite for learning beyond themselves

Provide them with female mentors. Provide regular feedback. Establish a peer support program/network. Introduce a Respect program, to be delivered to non-referees (players, coaches, parents). Clearly identify the opportunities and pathways available to female referees.
- Football NSW

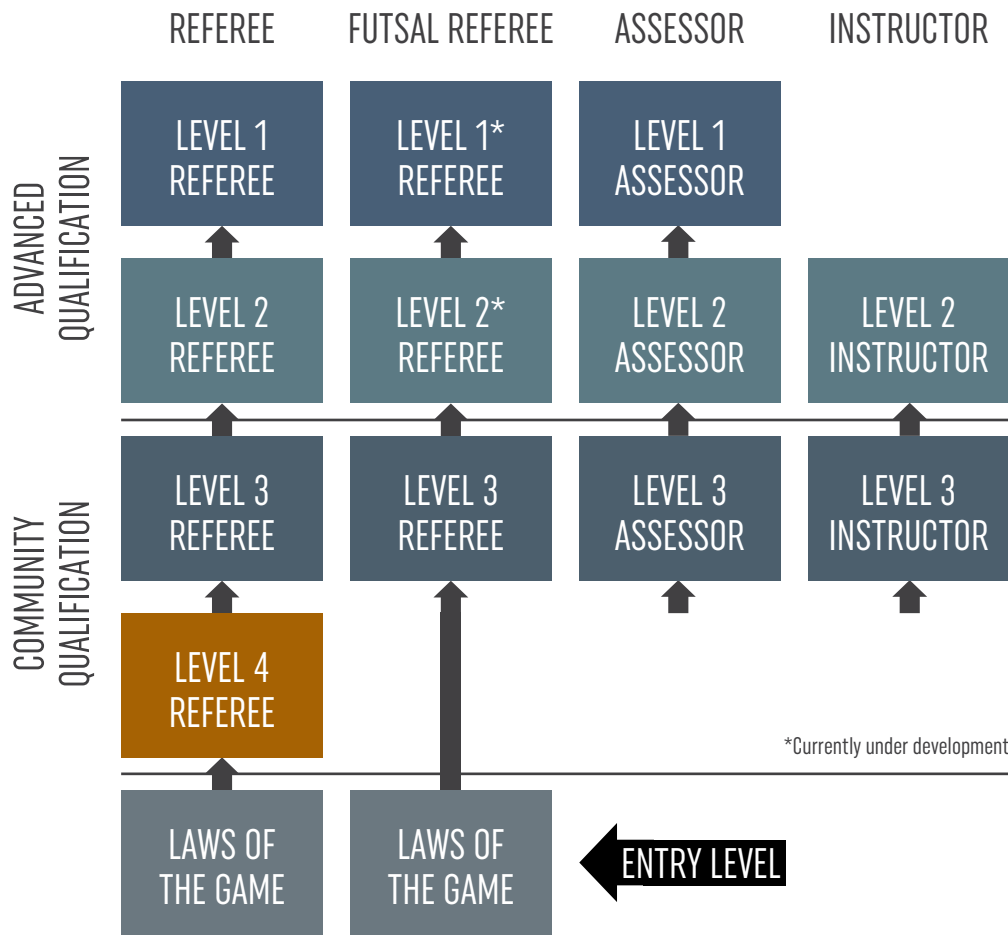
- ▶ Providing pathways for progress is a crucial aspect and it is important to educate everyone that if you are an ambitious referee pathways to high level club and international football exist
- ▶ During training, have players at your club referee practice games/games at the end of the session. This will give them a sense of empathy with the difficulty the referee faces, while also conditioning the players to not argue with the referee during training and show them respect



Referee because you love football. Be adaptable and willing to learn. You will never stop learning.

- Kate Jacewicz (FIFA Official)

EDUCATION PATHWAY FOR FEMALE REFEREES



The referee pathway begins at grassroots refereeing, progresses through to senior refereeing within the home state. This coincides with obtaining FFA refereeing accreditations. Talented referees are identified and given the opportunity to perform at national level (national talent pool/national youth league). The opportunities for female referees include, but are not limited to the National Youth Championship for Girls, National Talent Pool, Westfield W-League and beyond to the international stage.



BUILDING A SUPPORTIVE ENVIRONMENT

How do we as a club support female referees?

- ▶ All stakeholders involved in your club must have RESPECT for officials
- ▶ Some things your club can do include:
 - ask players to leave if behaving disrespectfully
 - show zero tolerance for abusive or foul language on sidelines, language by players/coaching staff
 - Have and uphold codes of conduct for coaches, players and spectators

- ▶ Regular conversations with female referees regarding experiences, challenges and achievements
- ▶ Mentoring of female junior referees by senior female referees
- ▶ Ensuring senior referees/ match officials are on duty or available when young or new female referees are refereeing
- ▶ Running workshops that focus on skills to be a good referee not just to know the rules/laws

Most officials will have challenging experiences

during their referee career. Clubs and associations can contribute to the prevention of abuse by:

- ▶ Nurture a positive culture of respect for referees
- ▶ Referee coaches/coordinators at venues
- ▶ Have a designated person to support referees, (e.g. have person on the committee who can be responsible for referee recruitment, player education related to referees and positively promote referees in their club/association)

Key Areas identified by FFA in consultation with officials

At FFA, we appreciate the amount of time and effort our community referees dedicate to growing the game of Football. During our time liaising with a large number of

referees, we've identified some key topics where advice is often sought after.

A referee that is skilled in these key areas in combination with having a great understanding of the Laws of the Game is able to provide an enjoyable experience to all involved. We encourage all Referees to read into the topics below:

Dealing with Conflict; Communication; Health and Fitness; Mental Strength. Please visit the link below for further information on the above headings
<http://www.myfootballclub.com.au/index.php?id=194>

A PERSONAL STORY FROM TWO REFEREES

DANIELLE ANDERSON (COMMUNITY LEVEL, W-LEAGUE REFEREE)



Naturally I'm an introvert, communicating amongst large groups of people was not a strength of mine prior to refereeing. Refereeing has enabled me to test that belief and I've the skills now to communicate with a range of different people, and can implement methods to communicate more effectively with different personalities. Refereeing has also helped me develop a better understanding of the game, not just the laws of the game, but also different tactics teams employ and a stronger ability to anticipate play.

What are 3 things you enjoy most about refereeing?

- ▶ I love being able to be involved in the game at a higher level than I would otherwise be involved
- ▶ I love the challenge of every match, whether it's learning to read new players and teams, recognising different fouls and appropriate sanctions, learning to communicate more effectively with a variety of personality types or just the physical demands of different games
- ▶ I love our game, so for me I enjoy being able to give back through refereeing. We have the ability to positively influence players, coaches and the games themselves to protect player safety and enable an entertaining, flowing and enjoyable game for everyone involved and I think that's a great thing to be a part of

I enjoy every game I'm involved in, whether it's a W-League game or local state competition, that game on the day could be the most important game to those 22 players on the field, you can take something out of every game.

ALLYSON FLYNN (FIFA OFFICIAL)



I've developed a pre match routine which I use on every match from community football to international matches to ensure I am focused and ready. Officiating the opening match at the FIFA Women's World Cup in Germany 2011 with my parents in the crowd and officiating the semi-final between Japan and England at the 2015 FIFA Women's World Cup was certainly a career highlight. I always remember one bad decision doesn't make me a bad official, it shows I am human.

What are your 3 favourite aspects of being a referee?

- ▶ Lasting friendships I have made
- ▶ The opportunity to challenge myself and develop new skills
- ▶ Being involved in elite football

I was 18 and had moved to Albury to attend university; I decided I wanted to referee as well as play. My physical, mental and technical preparation is vital in managing the pressure of officiating.

RESPECT

As part of a respect campaign at your club, you could promote two initiatives that encourage respect towards the referee while also placing the responsibility on players, coaches and spectators to act positively.

Below is a link to the FFA RESPECT codes of conduct and the 'Silent Saturday' initiative. This initiative is aimed at letting the kids play and have fun without having to worry about how their performance is affecting the adults on the sidelines, as well as how the adults/coaches can influence a referees experience. It's targeted towards the Under 5 to Under 17 age groups.

http://www.myfootballclub.com.au/fileadmin/user_upload/Respect_Program_Summary.pdf

Nobody leaves home on a Sunday morning with an objective to disrespect the match official. It is up to us to ensure that the right referee is allocated to the game and that they are equipped with the knowledge and skill-set to leave no doubt in the spectators minds that we, as the match officials are here to do the job at hand to the best of our ability, and will do so. If we have that confidence and respect for ourselves, it will resonate within the football community and change the current culture.

- Women's Football Survey Respondent



I've never seen the point in talking back to a referee; it's a true waste of energy. If I feel it's a decision I don't agree with, then so be it. We make plenty of mistakes as players, it's unreasonable for us not to allow for referees to do the same, not only that, the element of human error enhances our beautiful game. You're better off re-directing your energy in to your next move or touch on the ball.

- Westfield Matildas Co-Captain,
Clare Polkinghorne





We spend time at our welcome night for managers and coaches, reinforcing the fact that many of the referees and assistant referees are juniors from our club, or from other clubs, that they are minors, and could be your kids or the kids of someone you know. We aim to create the connection - the recognition that what you say on the field can be carried home by the kids and will affect their confidence in all fields, not just their refereeing. We also encourage our ground managers, coaches and team managers to report inappropriate behaviour to referees. The CDSFA have supported this by imposing strict penalties such as suspensions in response to substantiated reports of inappropriate behaviour towards referees, even if the referee has not submitted a complaint.

– Hurlstone Park Wanderers (NSW)

CASE STUDY

Hurlstone Park Wanderers (HPW), a club within the Canterbury & District Soccer Football Association (CDSFA) have been working together in support of referees.

HPW and CDSFA have been creating opportunities for junior referees through:

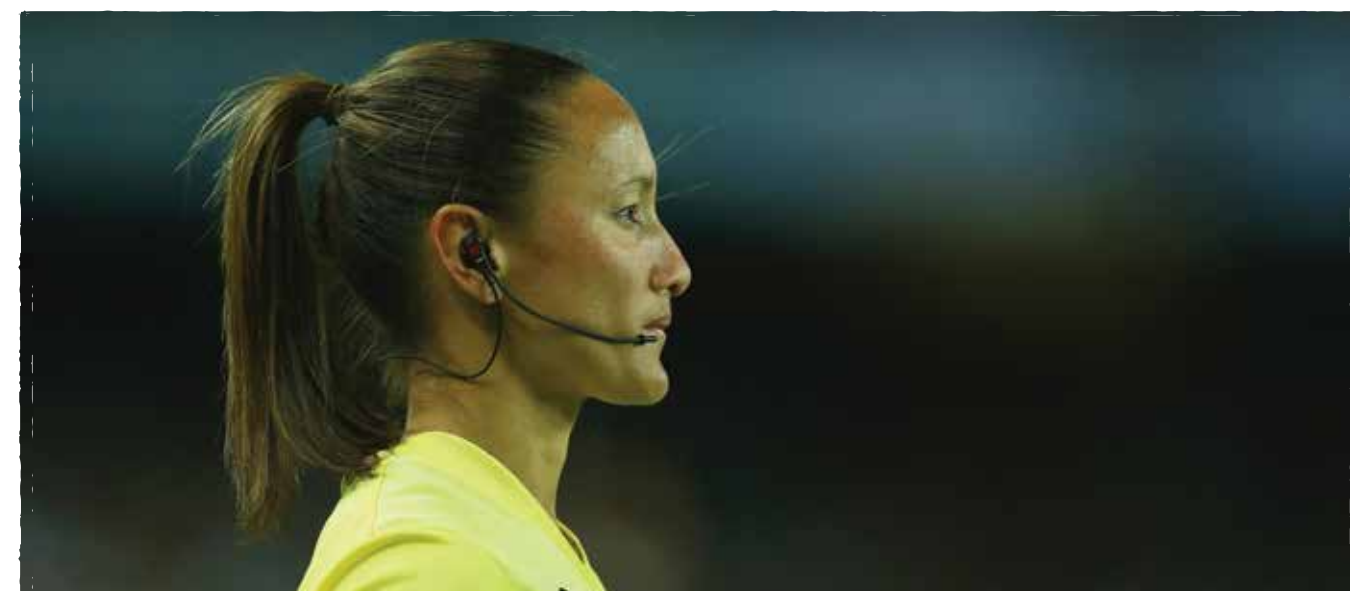
- ▶ MiniRoos programs
- ▶ Female only refereeing courses, led by experienced female referees
- ▶ Active promotion in the media and in social media of female involvement in refereeing
- ▶ Involvement of female referees in information and consultation meetings about female football
- ▶ Awards for female referees (CDSRA initiatives)
- ▶ Reduced fees (rebate) for new female referees (CDSRA initiatives)

"At HPW, since the introduction of the MiniRoos program, we have recruited our own clubs junior players (U11-U13) to be the game leaders/referees for the U6-U8 internal games. We provide short pre-season training

to the juniors to undertake refereeing, and start the new referees on the U6 and U7 games. Upon gaining experience they can then progress to refereeing U8 and U9 games.

Being a game leader/referee at our local club is a very safe environment to be introduced to refereeing - we require parents (especially for the new referees) to stay at the ground as ground officials, we stress to parents and coaches that they should only provide feedback through the ground manager/referee supervisor. We have found that this is a great way to introduce girls to refereeing, rather than jumping straight to inter-club football.

The young referees are enthusiastic - they earn \$10, get a free sausage and drink and get to hang out with their mates and be involved in football. But in doing so they also get to learn responsibility, understand more about the game, and about how to encourage fair play. It is also a hugely positive experience for young 11-13 year olds to be treated as the leaders in a game situation by the younger players. This model has been adopted by other clubs as well, and we hope to see it expand." - Rosalie Viney (Hurlstone Park Wanderers) (see <http://hurlstoneparkwanderers.com.au/download/behaviour%20towards%20match%20officials.pdf>) for more details.



RESOURCES

Resources

- ▶ Whole of Football Plan (FFA)
- ▶ Women's Football Strategic Plan (FFA)
- ▶ National Football Curriculum (FFA)
- ▶ Increasing Female Participation – Club Workbook (Football Federation Victoria)
- ▶ Go where women are – Sport England

Websites

- ▶ Australian Sports Commission – Participating in Sport – *Officials* - <http://www.ausport.gov.au/participating/resources/officials>
- ▶ Australian Sports Commission – Participating in Sport – *'What is expected of an official'* - <http://www.ausport.gov.au/participating/resources/officials/tools/gameday/Expectations>
- ▶ Australian Sports Commission Video – Clearinghouse for Sport – *'Market Segmentation – Volunteers'* - https://www.clearinghouseforsport.gov.au/research/national_sport_research/market_segmentation_-_volunteers
- ▶ Dr. Cheri Toledo - Purpose2Play – *'Timeout Q&A: Men Coaching Girls and Women'* - <http://purpose2play.com/timeout-qa-men-coaching-girls-and-women>
- ▶ Fédération Internationale de Football Association (FIFA) - <http://www.fifa.com>
- ▶ Football Federation Australia – MyFootballClub – *'Referee Hints and Tips'* - <http://www.myfootballclub.com.au/index.php?id=194>
- ▶ Football Federation Australia- *AIA Vitality MiniRoos*- <http://www.miniroos.com.au>
- ▶ GameDay by FoxSportsPulse – *'Administrators: Responsibilities and rights'* - http://sport.gameday.com.au/index.php?id=327&tx_ttnews%5Bttnews%5D=395&cHash=b0905d1795
- ▶ Julia West – Female Coaching Network – *'The difference between coaching boys and girls...'* - <http://femalecoachingnetwork.com/the-difference-between-coaching-boys-and-girls>

- ▶ Play by the Rules – Club Toolkit - <http://www.playbytherules.net.au/component/content/article/777>
- ▶ Steve Milano – Youthletic – *'Coaching boys vs. girls'* - <https://www.youthletic.com/articles/coaching-boys-vs-girls/?page=1>
- ▶ Women Win <https://womenwin.org>

Articles/Books

- ▶ Australian Bureau of Statistics – Perspectives on Sport, (June 2013) – *'Women in Sport: State of play 2013'* - <http://www.abs.gov.au/ausstats/abs@.nsf/Products/4156.0.55.001~June+2013~Main+Features~Women+in+Sport+The+State+of+Play+2013?OpenDocument>
- ▶ Australian Sports Commission – Participating in Sport – *'Officials – Dealing with Abuse'* - http://www.ausport.gov.au/_data/assets/pdf_file/0005/380435/SP_32434_Dealing_with_abuse.pdf
- ▶ Claire Braund; Women on Boards – *'Gender Balance in Global Sport report' (2014)* - <http://www.sportsthinktank.com/uploads/women-on-boards-gender-balance-in-sport-report-july-2014-3.pdf>
- ▶ Dr Clare Hanlon, Professor Tony Morris, Ms Susan Nabbs, Associate Professort Precilla Choi - Victorian Government and Victoria University – *'Count us in - Developing Physical activities for women' (2007)* - http://www.sport.vic.gov.au/sites/default/files/Count_Us_In_developing_physical_activity_for_women_2007.pdf
- ▶ Confederation of Australian Sport – Report to the government of Australia, Office for Sport, Department of Health – *'Research Study: Retaining the membership of women in sport (December 2013)'* - https://www.clearinghouseforsport.gov.au/_data/assets/pdf_file/0007/563821/CAS_Research_Report_-_Retaining_the_Membership_of_Women_in_Sport_final_16.114.pdf
- ▶ Corliss Bean, Tanya Forneris, Michelle Fortier - Journal of Sport for Development – *'Girls Just Wanna Have Fun: Understanding Perceptions of Effective Strategies and Outcomes in a Female Youth-Driven Physical Activity-Based Life Skills Programme (2015)'* - <http://jsfd.org/2015/09/28/girls-just-wanna-have-fun-understanding-perceptions-of-effective-strategies-and-outcomes-in-a-female-youth-driven-physical-activity-based-life-skills-programme>

► Jo Kirby - Child and Adolescent Health Research unit, University of Edinburgh - *The Importance of role models in making adolescent girls more active: A review of literature. Presented to Teenactive research group knowledge exchange network meeting (Oct, 2009)* - <http://www.cahru.org/publications/presentations>

► Lori Johnstone and Sydney Milla - Canadian Association for Advancement of Women and Sport and Physical Activity: *'Actively Engaging Women and Girls - Addressing the Psycho-social factors'* (2012) - http://www.caaws.ca/ActivelyEngaging/documents/CAAWS_CS4L_Engaging_Women.pdf

► R. Bailey, I. Wellard and H. Dosmore - World Health Organisation - *'Girls' participation in physical activities and sports: Benefits, patterns, influences and ways forward'* (2005) - <https://www.icsspe.org/sites/default/files/Girls.pdf>

► Western Australian Department of Sport and Recreation and Healthways – *Womensport West Survey (2007)* - https://www.clearinghouseforsport.gov.au/_data/assets/pdf_file/0011/376499/Womensport1.pdf

► Women's Sport and Fitness Foundation, Issue 1 August (2008) – *'Barriers to Sports participation for women and girls'* - <http://www.lrsport.org/uploads/barriers-to-sports-participation-for-women-girls-17.pdf>

► Women's Sport and Fitness Foundation – *'Women and informal sport: A report for the Women's Sport and Fitness Foundation (2013)* - https://www.inmotionnetwork.org/includes/kcfinder/upload/files/UK%20Sport%20coaching%20Women_and_informal_sport_vFINAL_0.pdf

► Women in Sport - *'What sways women to play sport? Using influencers to unlock opportunities that positively impact sporting behaviours'* (2015) - https://www.clearinghouseforsport.gov.au/knowledge_base/organised_sport/sport_and_government_policy/objectives/womens_sport

Imagery acknowledgements

► Getty Images - <http://www.gettyimages.com.au>

► Joseph Mayers Photography



Whole of Women's Football Partners



