



CLUB CHANGER

Club Development Program

CASE STUDIES

Developing Women & Girls in Community Football Clubs



INTRODUCTION

This booklet identifies and highlights the substantial efforts of community football clubs in the women and girls in football sphere that can be utilised as examples and case studies for clubs that have similar goals and objectives. It aims to showcase the impactful work undertaken by these clubs, emphasizing their role in promoting inclusivity and increasing opportunities for women and girls within their community.

18 clubs across Australia were nominated by their member federations to the Club Changer club of the year award due to the progress demonstrated, and commitment to delivering their women & girls action plan objectives, which earned them the opportunity of being recognised nationwide in this document.

The case studies you are about to read are focused on different areas that the selected clubs identified as an opportunity for improvement and have been working on these areas to grow and become stronger clubs. Female participation, player development, retention of female participants, and welcoming environments are just some of the most important objectives developed across the pages.

We would love you to use the following case studies as a reference of what community football clubs are doing and how you can implement some of these strategies within your club. If you are not part of the decision makers at your club, share this with the club managers, we know it will be of help.

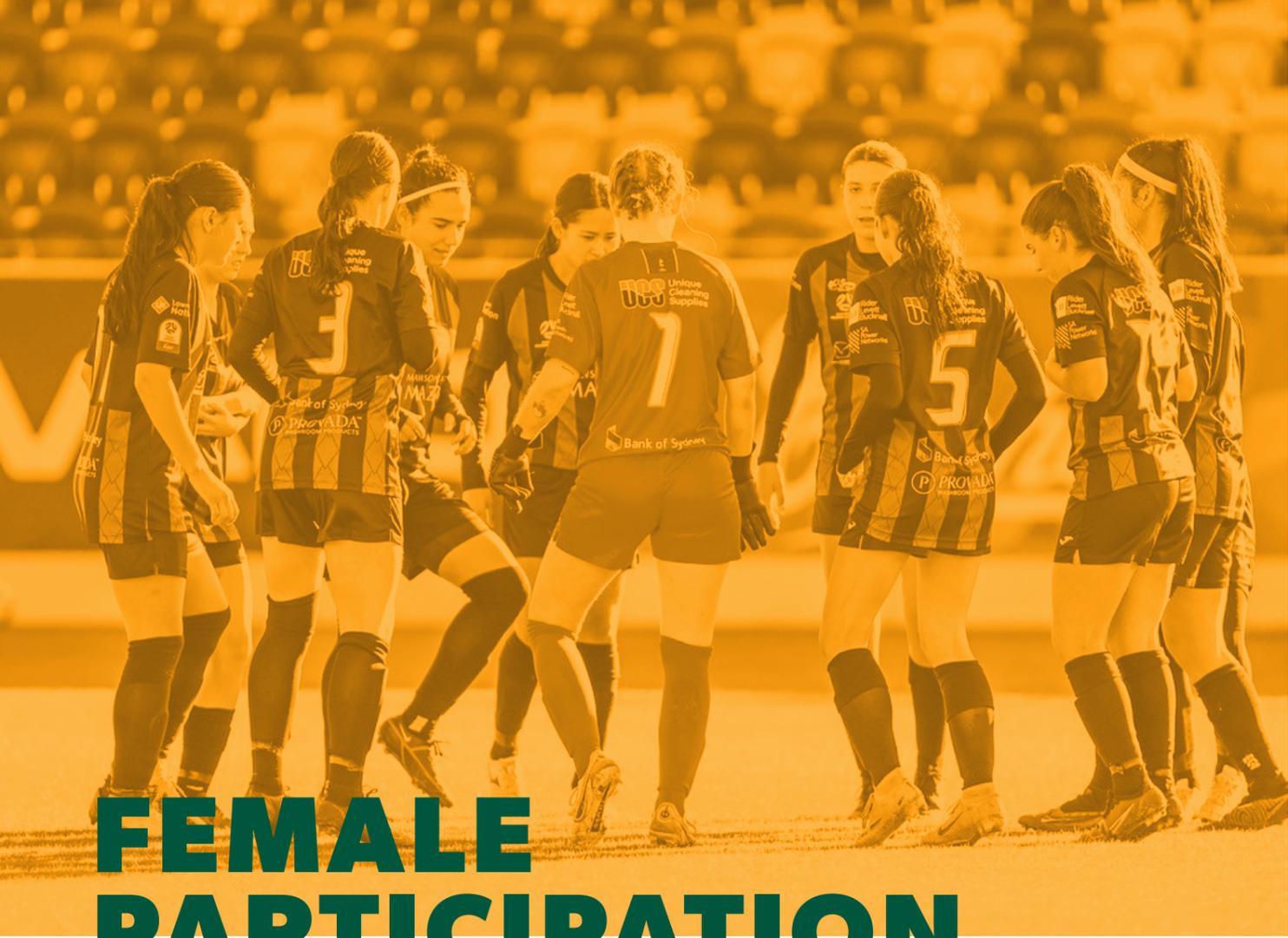
Thank you!

Grace Lambourne

Football Australia National Program Manager – Club Development

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FEMALE PARTICIPATION & LEADERSHIP

Adelaide Comets FC
(Football South Australia)



The club looked for appropriate coaches for 2024 with a focus on more female coaches, and to identify ways to engage players to obtain these roles in the club. This included course opportunities both for coaching and refereeing, and then communicating opportunities and identifying interest within the club.

After an extremely successful year in women’s football at Adelaide Comets FC, the club is looking to carry this momentum into the 2024 season. The club made great strides in 2023 in winning their first ever WNPL league title as well as winning the WNPL/WSL cup. Although this success was fantastic, positive strides could be seen across all ages from WNPL reserves all the way down to junior girls and MiniRoos teams.

To build on the successful year the club has identified several areas of improvement that can help grow the size and success of women’s football at the club. After reviewing the season an assessment was made that the pathway from MiniRoos all the way to seniors needed to be better developed to promote players from within the club all the way up to the highest level.

To do this the club has taken a top-down approach in which senior coaches, junior coaches, MiniRoos coaches, and football operations staff will all be involved in conversations surrounding the juniors and MiniRoos. By working cohesively as a coaching team, Comets will be better able to identify talent, areas for improvement and support the movement of players throughout the club. By focusing on performance at the highest level, development at the younger ages and a clear and realistic path from A to B, the club hopes to see many of their own homegrown talent entering their WNPL side in the years to come.

The way Adelaide Comets FC are targeting the performance aspect is by continuing to provide extra resources to teams, such as strength and conditioning sessions which will include more junior teams this year via the under 15s and under 17s as well as put more resources into coaching development and support. In addition to this, the club is creating pathways for players by identifying individuals across all areas of the spectrum and discussing how best to support each player at the club, both on and off the pitch. This will include player movement between age groups during trainings and game days where there are opportunities.

The club gained great assistance from the Club Changer program. The program allowed realistic goals to be set with the steps needed to achieve them. A key objective set by Adelaide Comets

FC was to create a culture in which all girls and women at the club felt that they are part of a community. The club created this by facilitating club dinners with guest speakers and having all female teams present. This strategy worked very well for the club and is something they look to implement further in the coming season. The strategy has now grown by having female specific training nights, interactions between the WNPL team and the junior girls, as well as a strong sense of unity across all female teams.



ADVICE FROM THE CLUB

“For any clubs looking to develop either Women’s or Girl’s football, we would strongly encourage them to begin assessing what areas can be improved, what is most important to the players enjoying the game, how can we give players every opportunity possible and how can we create a sustainable approach in future. By doing these things, you are better able to assess what is needed to truly grow the female side of football at your club and begin taking steps to do so.

We are very much looking forward to continuing to build on the foundations which commenced in 2023 and implementing more initiatives in the 2024 season and beyond.”



TRANSITION FOR YOUNG PLAYERS FROM JUNIOR TO SENIOR

Flinders United WFC
(Football South Australia)



Flinders United WFC has identified the need for developmental pathways from junior to senior football as a key area for improvement. The club recognized that creating a seamless transition for young players from the junior ranks to the senior teams was crucial for long-term success.

Recognizing a critical juncture in the developmental pathway, the club has identified a unique challenge concerning female players, specifically those in the higher age groups, approximately aged 15-years-old and upwards. Historically, there has been a tendency for girls in these age brackets to discontinue their involvement in the sport. Flinders United WFC acknowledged the importance of linking junior's players to senior football.

The club's commitment to addressing the developmental gap between junior and senior players involved a strategic and comprehensive action plan. One significant initiative was the introduction of player movement between teams, allowing juniors to experience varying levels of competition and skill development within both junior and senior football. Joint training sessions were organised to facilitate interaction between junior and senior players, fostering a cohesive club environment.

Open training sessions were conducted to provide juniors with valuable insights from senior players, emphasising a learning and mentorship culture. Bonding activities between senior and junior teams further strengthened the supportive atmosphere for skill transfer. The club took a proactive approach by engaging senior players as coaches for junior teams, with 10 senior female players assuming coaching roles across different levels in 2023. This not only enhanced coaching capabilities but also contributed to a sense of unity within the club.

Recognising the importance of individual player development, Flinders United WFC ensured a careful approach to age-group transitions, avoiding premature moves that could hinder overall growth and skill development. This commitment to nurturing players at a suitable pace reflects the club's dedication to creating a sustainable and supportive environment for long-term success.

The collaboration with senior players was characterised by a gentle and nurturing mindset, emphasising a gradual integration rather than premature promotion. This approach not only prepared junior players adequately for the challenges of senior football but also fostered a supportive intergenerational atmosphere within the club.

Support from coaches at all levels and Football South Australia was integral to the success of these initiatives. Courses and resources provided by Football South Australia played a crucial role in equipping coaches with the necessary skills and knowledge to guide players effectively.

Moreover, the club extended its collaborative efforts beyond the field, engaging external experts in mental health and wellbeing, strength and conditioning, physiotherapy, and nutrition. This holistic approach, integral to fostering a one-club culture, signifies Flinders United WFC's dedication to the overall well-being and growth of all its players.

The club aims to provide a safe and inclusive 'lifetime pathway' for female players, allowing them to pursue their love of the game at whatever age, level or intensity that suits their particular requirements. Club Changer can assist clubs with sustainability and a lifetime love of the game. The introduction of this 'game-changer' initiative has been transformative for our club. It has allowed us to pinpoint specific areas where we can enhance our community practices, a critical aspect given our rapid growth.

ADVICE FROM THE CLUB

"We firmly believe that our responsibility as a club extends beyond recruitment drives, especially in light of the Women's World Cup legacy. We advocate for actively supporting, engaging with, and nurturing all aspects of female development and opportunities. It is our duty to create a more equitable and inclusive environment, ensuring that the next generation has access to better and equal opportunities."



INCREASE FEMALE PARTICIPATION AND RETENTION

Glenorchy Knights FC (Football Tasmania)



Glenorchy Knights FC identified a gap in participation numbers of women and girls and a lack of a specific structure and support to increase opportunities for continued pathways for growth and development.

The club's aims have been and continue to be to:

- Increase the number of female coaches.
- Continue to build a welcoming and supportive female football environment – with a focus on onboarding new players at the club.
- Increase female participation – with a focus on junior participation and providing opportunities for women to play football at a social level.
- Retain talented players at the club by creating a high-performance pathway.
- Invest in the hiring of key women's football staff to push for a Women's Super League (WSL) license.

The club established the Knights Club Changer subcommittee, assisted by the Women's and Girl's subcommittee, to actively work to further advance their objectives, including putting together their WSL application which was successful. The club's Club Changer subcommittee, together with the Women and Girls subcommittee, are actively identifying actions to support and manage the fast-growing participation and interest by women and girls in the sport and club.

Glenorchy Knights FC aim to create opportunities for female coaches to further their experience and knowledge through facilitating registration and C-License coaching courses, development of female centric academy opportunities, and to create a safe environment for girls to develop and grow. For the club this includes aligning with the global shift away from female athletes wearing white shorts in recognition and appreciation of women's health.

The Knights are working towards providing opportunities for participation in female coaching courses run by Football Tasmania to club members via socials, direct messaging, and encouraging current female players/parents at the club. This will help to build a strong foundation of skills within the club.

The club are working with, and encouraging, the senior female players at their club to take up female coaching roles with juniors and youth teams and to provide mentoring opportunities for youth players to assist with team management and coaching for the juniors. This will develop ongoing connections between the juniors and the

youth and enhance retention rates for players and facilitate coaching opportunities for the youth.

Glenorchy Knights FC plan on strengthening the onboarding and welcome strategy for new players and volunteers, and creating a welcoming environment for their female players in a male dominated world by publishing and spotlighting female player profiles, and female committee and executive group profile posts on social media so females hold their own space and feel welcome and included.

At the Glenorchy Knights, the club want to make more space for, and encourage, their female players to bring their mothers, friends, sisters, nieces, etc. to play with them and for their club, and to be in a position now and in the future to provide multiple teams for female players across all age groups and for all levels and abilities.

Using the Club Changer scaffolding, Glenorchy Knights FC have expressed they have been able to really start creating a positive environment and experience by increasing efficiencies, knowledge, and processes off the field. The structured guidance and assistance provided to clubs has allowed them to develop and change in a supported and measured way.

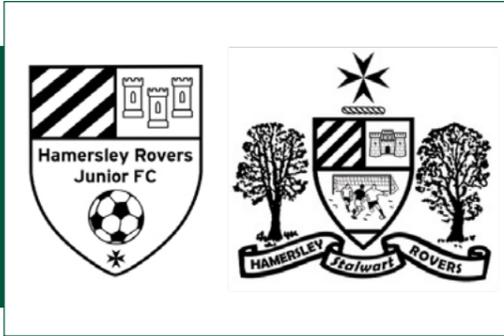
ADVICE FROM THE CLUB

"Our advice to other clubs starting their Club Changer is to harness the skills and experience you already have in your club with players, parents, and volunteers, and build the relationships and participation that foster an environment where our girls and women want to own their playing future and help to shape the club for female participation now and into the future."



DEVELOPMENT PATHWAY FROM JUNIOR TO SENIOR

Hamersley Rovers SC
(Football West)



A two-club merge ensued to offer more opportunities for juniors to develop not just as players but also as future coaches, volunteers, and members of the committee.

At the beginning of 2023 Hamersley Junior and Senior club merged as a way to create a successful pathway for players at their club. From there, the club was able to develop their older girls' players to be able to play up in the women's team to facilitate growth, but also to be able to stay at the club. Additionally, it allowed for the older players to be mentors for the girls to ensure the connection between teams. The club caters for female players from five-years-old in the Lil Hammers program, and in this program five x 16-year female players coached on Saturday mornings becoming role models for the younger girls.

Hamersley Rovers' Women's Division 1 Team won the league convincingly, and as a result of the merge, they also were able to field an additional two women's teams. Several players from junior teams trained with the senior group and helped fill in if extra players were required on game days. This allowed female players to gain experience at a higher level and have more game time. Although the club could apply for NPLW, they decided not to do so until they feel they are in the right position to successfully take on the promotion.

To prepare for promotion, the club is currently helping the coaching staff of their female teams obtain their relevant coaching licenses to ensure they can continue working with the team. They have also created a subcommittee to help the club prepare in the hopes of finishing in a similar position in the 2024 season, and subsequently are able to achieve promotion to NPLW for 2025.

While the club has always valued the girls and women's teams, the Club Changer program furthers a way of recognising the family friendly, inclusive Australian community clubs. Hamersley United believes the program provides a benchmark for other clubs to aspire to. The club, through the being part of the program, has been provided opportunities for engagement for their players outside of regular training and games, for example a Tottenham Hotspurs training session, an incredible chance for some of the clubs' players to be Flag Bearers and Ball Girls at a CommBank Matilda's game and Perth Glory Womens games. The club believe it is important to have a pathway to keep girls in the sport as they start to grow up into young adults, and then perhaps as adults in

the future encouraging their own daughters to be involved.

With 25% of players at Hamersley being female in 2024, the Junior part of the club also has a dedicated committee member for Girls Development, and at all committee meetings opportunities are discussed.



ADVICE FROM THE CLUB

"Provide any female the opportunity to play football, of any skill level. Provide girls with a pathway to not only develop their football skills, but also develop their life skills and build friendships in a team environment.

Keep football fun.

Make the players part of the journey!

Have coaches and leaders that understand and buy into this philosophy, who care about these values. Have a development plan with measurable and achievable goals. Develop and retain coaches that have a genuine love for the game and are passionate about the development of female football. "



RETENTION OF FEMALE PLAYERS

Hornsby Heights FC
(Football NSW)



Hornsby Heights Football Club identified a gap in the retention of female players aged 13 years and above, with the biggest challenge of retaining players from the under 16 age group into the U18's, and then into Senior football.

The club found that male players are more likely to remain playing football at Hornsby Heights FC whereas once females reach the age of 15 to 17 years of age there is a significant drop off.

The club has worked hard over the past 10 years on increasing female participation, with a significant increase five to six years ago, especially in the MiniRoos age groups; however, Hornsby Heights FC noticed a drop off in the past two to three years across all age groups.

The club looked at the existing barriers and opportunities both at the club and the local community to identify opportunities to encourage female participation.

Hornsby Heights FC facilities at Montview Oval are not female friendly and in late 2022 they applied for, and were successful in gaining funding through the Female Friendly Community Sports Facilities Program to upgrade the facilities. Although no construction work has started yet, the planning phase is almost completed and in the near future the club will have female friendly facilities including showers for females to utilize when playing sport at the local oval.

As a club, Hornsby Heights FC also participated and achieved their Club Changer 1 star Status, opening many opportunities for females at the club which included participation in the 2023 Women's World Cup as Flag Bearers for the CommBank Matilda's vs Denmark match on August 7th 2023 .

The Women's World Cup also saw Hornsby Heights host games against a select female club from California, (SoCal) who were visiting Australia to watch the Women's World Cup. The club arranged to play three matches on a Thursday night at Montview Oval during the Women's World Cup and watched a game with the SoCal players and families at their clubhouse. This event also created friendships between the clubs players and those from SoCal. The evening was organised by the Female Football team and was a success in showcasing what is offered at Hornsby Heights Football Club.

Each year the club participates in Female Football Week, and on the Sunday of FFW Hornsby Heights FC hosts all the club's female teams at Montview

Oval – a rare opportunity to have all their female teams (juniors and seniors) play at the same venue. The club find it a great way to showcase their talented female players and what Hornsby Heights Football Club is all about. The club find it is always well supported and is a way to raise funds to assist their Division 1 Female Youth teams in registering and participating in the Kanga Cup, held in Canberra every year in the first week of the July school holidays.

The clubs MiniRoos Coordinators also worked with one of the local primary schools to hold a World Cup tournament during the Women's World Cup for 6 weeks. Each week two teams from each classes' year level would play against each other, with many children participating who had never played football before. The club hope that this encourages more young children to participate in football next season regardless of whether it is at Hornsby Heights.

The club were receiving early emails and messages asking when registrations were opening for the upcoming 2024 season, finding they had a massive increase from the previous year in their Diamond League trials, which is the Female Youth Division 1 competition.

Hornsby Heights have also seen a spike in Women's All Age interest and participation from pre-season trials and training.

ADVICE FROM THE CLUB

"The support from both Football NSW and Football Australia over the past 6 months has been paramount in what we have been able to participate in as a club and without these incentives we would not be able to showcase to a greater community our achievements, that we are an inclusive community and our love of the game of football. We invite other clubs to work with their Member Federations in the Club Changer initiative because it will massively help them to improve day by day."



QUALIFIED FEMALE COACHES

Keilor Park SC (Football Victoria)



Keilor Park SC applied for the Community Activation Grant through Sport Recreation Victoria. The grant application was successful, and funds were used to host and cover the cost of the Skills Training Certificate Courses (12 attending, 5 females) and to cover sign up to the Football Victoria's Club Coach Coordinator Program.

Keilor Park coaches at all levels were offered support and training. New coaches participated in the CCC training workshop while more experienced coaches did the Skills Training Certificate Course. Further offered tailored support programs to suit the needs of all coaches.

The club aims to continue to grow participation in women and girls by putting more resources into their social programs, GO Girls and Go Soccer Mums, whilst also offering a high-performance pathway.

KPSC will keep working closely with key stakeholders such as Brimbank City Council and Football Victoria to improve and develop facilities allowing Keilor Park SC to provide more opportunities for current members and new participants.

Keilor Park SC received many awards and accolades this year:

- Laura Malignaggi was awarded Football Victoria's Female Football Player of the Year
- Pina Mollica was awarded the Go Soccer Mums Deliverer of the Year
- One of the first clubs to receive 1 Star Club Changer Rating
- Nominee for the 2023 "We Are Brimbank" Awards

2023 was a year full of events that Keilor Park SC hosted enhancing and enriching Community engagement, promoting inclusiveness, and diversity and connecting the Community through social events such as;

- The Women's Football Sevens competition
- Football Victoria's Girls Cup
- Melbourne Victory Clinic
- Coaching courses
- Celebration of Women in Football Luncheon
- Female Football Fiesta and Female Gala Day

Club Changer helped Keilor Park SC identify their needs and instigated discussion regarding the clubs gaps and what actions were needed to improve them. It gave the club an added push to reflect on and evaluate their performance from both an operational point of view as well as their own personal performance as administrators of the Club.



ADVICE FROM THE CLUB

"Often, we don't have the chance to take time to do things like Club Changer as we are all so busy with the day to day demands of running a Football Club. This program gave us the opportunity to not only reflect and discuss changes that needed to be made but also by creating an action plan and timelines we were held accountable to achieve what we had agreed on to develop Women & Girls football. We suggest everyone to make the most out of the resources offered to improve the clubs as well as work with your Member Federations. "



GROWTH AND IMPROVEMENT FOR FEMALE PLAYERS

Kingsley Westside FC (Football West)



Kingsley Westside FC know they can achieve anything with the support of all involved within the club, they will stick to their plans, goals, development of female players, and supporting their coaches and volunteers to help the club achieve the WNPL status.

Kingsley Westside FC were able to make MacNaughton Park their home of women & girls' football and dedicate additional resources to ensuring the growth of their players, such as a Strength & Conditioning Coach that will continue with the club into the 2024 season. The club has also recently held a very successful MiniRoos Girls Only program, having over 40 players registered within 72 hours of registrations being open.

In the 2023 season the Under 16's and Under 14's both had very successful seasons, and with the women's team struggling with injuries they had some of the U16's players be approved to play up on occasion, providing senior experience and developing the player pathway.

As the club's State League Div 2 Men's team were able to gain promotion to Div 1, the club's focus is now on improving the path for the senior female players at their club in the 2024 season. The club aims to enter an additional 4 teams in the women & girls' competitions as well as set up Walking Football. Kingsley Westside FC have also applied for a floodlight installation so that MacNaughton Park allows for greater accessibility for night training and games.

The club continues to be actively involved with Football West, and the broader community. Developing the senior women's program and finding more resources and funding to improve their facilities, the club believes this will get them well on track to calling themselves one of the "big clubs" of Western Australia.

Other planned activities to help the club grow and improve their female players include:

- Kingsley Westside FC's first MiniTillies program; scheduled for January 2024, and are working towards locking up 2 to 3 extra periods to run the program throughout the year.
- 20 Female players have been booked in for a 10-week SAP course.
- A Club Strategic Meeting has been set for early 2024 in order to discuss key performance areas and growth & success of the female section.
- A Safeguarding officer will be in place from 2024 onwards.

The Club Changer Program has helped Kingsley Westside FC focus on a plan and sticking to it. It has helped the club to ensure goals are followed, measured, and achieved and has also helped by having extended support through Football West and Football Australia. Kingsley Westside FC think the program is fantastic for the club and the female players who are benefiting by having the chance to meet or see their heroes at events such as the Asian Olympic Qualifiers.



ADVICE FROM THE CLUB
"Have a clear strategy and stick to it. It helps if you have somebody dedicated that has experience for playing football and knows what is needed to be organised for the players and the club. Having resilience to break through the barriers of a male dominated sport, by being actively visible and promoting the female game to the local community, working with council, Football West and Football Australia."



ENGAGEMENT THROUGHOUT THE OFF-SEASON

Kyneton District SC (Football Victoria)



Involvement in the Club Changer Club Development Program has significantly enhanced Kyneton District SC's efforts in engaging female participants, and improved the club's understanding of the unique challenges and opportunities associated with female participation in football.

A collaborative workshop was held between the club committee and Football Victoria Development Coordinator to plan spring/summer social programs and activations specifically targeting women and girls - both existing members and those new to football. The club immediately signed a Go Football provider agreement with Football Victoria to host several of the female specific programs, such as a Go Girls program (targeting young female players in a flexible and fun format), Go Soccer Mums program (targeting women from all phases of life to enjoy social aspects of football), as well as a Go Fives competition (5 a side social twilight competition for all ages).

The initiatives that the KDSC has planned through the Club Changer Program and activated with Football Victoria and Football Australia have seen a boom in participation. The Go Girls and Go Soccer Mums programs have attracted 50 new participants to the club, while the overall social summer programs and competitions have exceeded 200 participants and counting.

In addition to this, the MiniRoos Kick Off Program has exceeded 140 registered participants (and counting), which is the largest number the club has ever seen.

The gaps identified via the Club Changer Program, and the subsequent actions taken have seen Kyneton SC increase its membership by almost 350 participants - which is a success the club could never have predicted - but will allow them to build this into larger programs/team participation in 2024 and beyond with greater access to its newly renovated pitches.

In order to solidify this participation growth the club is focusing on fostering a positive transition from these social and introductory programs into its winter season offerings. Measures that are already planned include a greater presence of female football on social media, the creation of "welcome packs" for new players/parents, the development of a "buddy" /mentorship program between Junior and Senior age groups, as well as providing priority access to main pitches, changerooms, kick off times, etc., to support Women & Girls participation.

The club empowers volunteers of all genders and ages to take leadership positions within the club community, with the current committee at 40% female representation, complying with the 40:40:20 principle.

In 2023 the club have implemented a Coach Coordinator Program to upskill its network of

male and female coaches and provide further development opportunities which increase the participants experience and level of satisfaction. In addition, the Club has completed cultural sensitivity training, provided mental health workshops, and LGBTQI+ readiness training to ensure it is a welcoming environment to all that way to play community football.

Despite being "homeless" due to renovations on the Barkly Square playing surface across all of the 2023 season, and instead playing across multiple interim venues, there has been an explosion of female participation - currently at 45% W&G participation across almost 600 total participants in 2023.

The club has made a considered effort to prioritise Women & Girls football and is considered to be a leader in Victoria, vastly outperforming state averages for participation and gender equity, particularly as a Regional Club. This is evident as the club has grown from 33 female participants in 2014 to more than 256 female participants in 2023 (676% growth over 10 years).

Club Changer has been instrumental in helping Kyneton District SC hone in on key tasks and timelines required to maintain the engagement of female participants throughout the summer/off-season. The club finds it has empowered their club to create an inclusive, player-centric, and supportive environment, while also providing the tools and knowledge to communicate effectively and foster a sense of community that has seen the size of their club effectively double since starting on this journey.

ADVICE FROM THE CLUB

"Our advice to other clubs looking to develop Women and Girls football is to embrace the principles of inclusivity, as captured by the Football Australia Club Changer Program. At Kyneton District Soccer Club, our success in running social football programs and prioritizing female participation has been rooted in creating an environment where Women & Girls truly feel like they belong and can thrive alongside their football family. By doing this, you'll not only grow the sport but also create a tight-knit, empowered football family."



EXPANDING PARTICIPATION IN FEMALE FOOTBALL

Launceston City FC (Football Tasmania)



Launceston City FC want to promote all existing female pathways, to engage further club persons as volunteers and or paid staff to champion and drive an increase in women’s football ensuring an inclusive environment where girls and women feel wanted, accepted and free to have voice.

LCFC have been able to action some things immediately, and other things will be a slow burn. In 2023, the club have been successful in: (1) appointing and funding a new Female Football Development Office; (2) supporting a record number of female coaches undertaking certification in the club; (3) implementing 10 days of female football week activities; (4) growing the number of women in leadership and committee positions; (5) running a ‘LCFC Female Football Forum’ for 80 of the clubs female footballers and their families; (6) identifying new sponsorship to support the expansion of best practice female football pathway programs in 2024 and (7) applying to enter the Women’s Statewide League (WSL) in Tasmania in order to provide a pathway to the highest level of competition available to them.

The club had a very new strategic plan which prioritises both female football as well as club development, which Football Tasmania helped LCFC to consolidate their actions and importantly challenged the club to be more ambitious with their thinking and what they could seek to achieve.

Beyond the clubs action plan, LCFC took it one step further and decided to initiate and implement a specific LCFC Female Football Strategy based on the voices of girls and women in their club –the strategy sets out everything the club want to achieve to support women and girls in their club for the next five years across four key focus areas- from filling leadership positions, new infrastructure and facilities, running programs and initiatives, creating and expanding sponsorships and partnerships, supporting coaches and so on.

A new Female Football Development Officer has been recently appointed and the club are excited to have her on board and be collaboratively planning new initiatives and programs.

LCFC expressed that the Club Changer program helped them ensure they are aligned with best practice for club development and Football Australia’s vision for football (including Football Australia’s Legacy 23 and Our Game visions). This is a priority of Launceston City FC and is explicitly included in the club’s first Strategic Plan (2023-2027).

Through LCFC knowing their strategic focus areas and objectives, the club knew the Club Changer program would provide them with a roadmap to best practice, help achieve their priorities and to access advice and guidance from Football Australia as to how to be the best club they can be!

Since joining, LCFC have not only achieved much of their Action Plan for Women and Girls in Football but have been involved in the National Club Changer Volunteer Focus Group, attending seminars and have also started to draft their action plan for Child Safeguarding to their Member Federation- all being critical to the club in knowing their strengths as well as addressing the clubs challenges in many critical areas and its sustainability.



ADVICE FROM THE CLUB

“Launceston City FC advises other clubs looking to develop women and girls to take small steps toward a bigger vision. Embrace club strengths and challenges, develop a bespoke action plan, and prioritize tangible actions with long-term impacts. The focus is on meeting clubs where they are at, creating a roadmap tailored to each club’s context, and opening up opportunities for girls and women in their communities in a way that suits each club.”



FEMALE PARTICIPATION & GROWTH

Maclean FC

(Northern NSW Football)



Maclean FC was the first club to be awarded the Club Changer 1 Star level in the Clarence region in North Coast Football.

In order to grow female participation, the club created a plan that included actions such as participating in female football week, providing ongoing support for female coach & referee development, raise 'Our Game' awareness, and create a female football strategy.

As a result of the work conducted within the club and in collaboration with NNSW Football, some of the outcomes from the action plan was plenty of engagement in Female Football Week, providing a skills session for all registered female players Under 6 and above, inviting any female family to join in with mum's, relatives and carers all taking part. Ongoing promotion and development for coaches and referees is an objective the club continues to work on, hosting MiniRoos and Skill Training Certificates, as well as raising 'Our Game' awareness through Womens World Cup Activations. Maclean FC held watch parties for every CommBank Matilda's game at a local venue, and organised trips available to all club members to three World Cup matches in Brisbane via bus.

Maclean FC is working towards formalising a Female Football Strategy which will back up all the encouraging results from the last few years.

In 2023, the club had 276 registered players of which 23% were female players registered during the winter window. To complement, Maclean have implemented NNSWF Kick on for Women program in Term 4 having 44 new female registrations.

Apart from what is already mentioned the club engagement extends in many other ways and is as follows:

- Participated in NNSWF Mental Health Round
- Participated in NNSWF Pride round
- Hosted Daughters and Dads program Term 3 2023
- Recognising volunteers in National Volunteer Week
- Participating in Shoosh for Kids week
- Mother's Day bus trip to Byron Bay for women's premier league game
- Legacy female leadership program participants
- Legacy female class participant for Coaching C License

Maclean FC expressed that Club Changer helped not just in the development of the club, but also to continue growing in the Legacy and Female Participation space throughout all the opportunities offered by NNSW Football. The proactive approach of the club resulted on important progress in just a few months.



ADVICE FROM THE CLUB

"Maclean Football Club have tried various programs over the years, some have worked and some haven't. The key is friendship and fun. If women and girls feel included and cared for then they will turn up each week. Be mindful of the unique circumstances that generally allow women to play, for example family and children commitments. Make it easy for them to come and enjoy themselves.

At MFC we believe in the saying 'build it and they will come'. If you build it, they will come and it will build itself."



INCREASE FEMALE PARTICIPATION

Port Darwin FC
(Football Northern Territory)



Port Darwin FC identified that their female participation rates were low and had declined in their senior female teams. The club had always wanted to increase their female participation rates and it was included in their 10-year strategic plan, but for one reason or another the club never managed to achieve all their objectives.

PDFC wanted to create two junior all girls’ teams, that could play within the competition, and add another senior team. The club recognised the necessity of more female mentors within the club that could help promote the female game and increase participation.

During the club’s committee meeting PDFC discussed the importance to focus on creating an action plan and make it a key priority for the 2024 season. In order to do this, the club found they needed a dedicated female coordinator who could oversee the process. With the support of Football Northern Territory, PDFC put the action plan together, giving the club a clear direction of what they needed to do to achieve their strategy.

Port Darwin FC focused heavily last season on their senior women’s team. A team that the club found had an excellent culture, competitiveness, but also supported each other, and understood everyone was at a different level, making every single player welcome. The team had a great season reaching the final for their league. Despite not winning the trophy, the club saw the team spirit and social side of the team was the biggest success.

Having created the right culture within the senior team allowed Port Darwin FC to continue building their participation for the 2024 season, pushing forward with creating junior teams with the right female mentors at the club who can coach and guide the junior girls at the club. PDFC had their first all girls’ junior team in the competition last year, finding it a great success, with the hope to grow on that in the upcoming season.

The club is planning to offer a come and try day aimed at all girls, at any level of skill, to encourage them into the sport. Port Darwin FC are also hoping to wave the registrations for the first two all girls’ team they create to encourage girls from all backgrounds to play, minimising any financial barriers. Additionally, the club has a new changeroom facility that is almost complete in its build, which the club believes will also encourage more girls into the game and their club.

Port Darwin FC expressed that Club Changer really gave them the direction and motivation needed to achieve their strategic goals to increase their female participation and be the club of choice

for girls in the Northern Territory. The club found Football Northern Territory was very helpful, supporting the club to create an action plan that was realistic but also achievable. The club is run purely with volunteers so without the help of Football Northern Territory in assisting with the Club Changer Program the club believe they would still be trying to achieve these outcomes.



ADVICE FROM THE CLUB

“It’s key to provide the right culture and opportunities at your club, having the right mentors and people who are passionate is critical to the success. But most importantly being flexible, offering girls the opportunity to play in all girls’ team, but also mixed if they prefer, and social teams that do not put pressure on them to win or get results. If you create a team that want to play together, show respect and support to each other, the opponents, and the refs, everything else looks after itself.”



CREATE AN ENVIRONMENT THE GIRLS CAN THRIVE AND FEEL SAFE IN

Shellharbour Junior FC
(Football NSW)



At Shellharbour Junior Football Club is all about creating great environments for everyone within the club. The club have embarked different strategies to make sure their girls find a safe place to be in and enjoy not just playing but living football.

At SJFC, the club have decided to tackle specific objectives to increase female participation prioritising their safety and enjoyment. One SJFC's goals was to increase Girls Summer Football Competition participation by offering a girls' only competition (group ages 12 & 13, 14 & 15, 16+), for which they planned to start recruitment prior to the end of the season using local council, local clubs, and schools as advertisement vehicles. As a result, for their summer football, SFJC had 1500+ players with 26% of those participants female. The club had 37 all girls' teams and an additional 19 mixed teams with at least 1 girl participating in the mixed team. SJFC doubled their participation of girls from the winter season.

40/40/20 representation was another one of the clubs objectives. To accomplish this, SJFC thought utilising the 40/40/20 resource on Club Changer was a good strategy because it is an educational piece to understand the importance of an inclusive and welcoming committee & committee structure best practice. The club's AGM was held on December 2023, with 15 roles needing to be filled, excluding general committee, and 8 of those roles were filled by women. At this stage SJFC have a total of 22 committee members made up of 10 women and 12 men. Successfully achieving 40/40/20 representation.

A Women's mentorship program was key in SJFC's agenda, the club aimed to organise a women's team to volunteer some mentors for season, partnering younger girls with a mentor. The club have been progressing quickly on this matter, now having a new Women's Coordinator who will be heavily involved in the 2024 mentorship program. SJFC will be taking expressions of interest for the mentorship program from early 2024 for both girls and boys, wanting to create a pathway for all their youth players into senior football.

As a complement to increase participation, SJFC are looking to develop a strategy to engage local schools and universities to create a pathway for players to participate/play for our club. The club have established a calendar for 2024 to attract more players once children are back to school just prior the season starts.

Moreover, as a highlight of 2023, SJFC provided advice to Shellharbour council who wanted to do

some events related to the FIFA Women's World Cup. All events were a success with unexpected attendance strengthening the club's partnership with the local council.

SJFC have also gone sustainable, setting up a boot recycling program. Players can donate their old boots that no longer fit, and the club will find them a new home with someone who needs them. The club have expressed it makes them proud of helping not just other players but the environment.

Club Changer helped Shellharbour Junior Football Club work on the deficiencies at the club and see the issues they were missing. Using the resources, and formally documenting committee position descriptions, helped improve club culture. The club used technology to help improve the processes around the club for example canteen ordering and match day duties, making sure volunteers know what to do and feel involved.



ADVICE FROM THE CLUB

"Now is a great opportunity to capitalise on an amazing event being the FIFA Women's World Cup. For too long Women and Girls football hasn't got the attention it deserves and its time to change that. Think beyond your expectations, there are thousands of women and girls wanted to be part of a community and what better than football to do so. Our strategies are working, we encourage you to try and put them in place, perhaps that's a good starting point."



FEMALE PLAYER RETENTION

Tilligerry United FC (Northern NSW Football)



Tilligerry United FC has been progressive for several years in attempting to grow female participation.

At the beginning of 2023 TUFC was an integral part of getting a new Over 30s women's competition starting with 8 other clubs participating.

TUFC was successful in obtaining funds through legacy to host a Mini Women's World Cup at the start of the season. The club received constant support from Newcastle Football & NSW Football with the event being a great success.

During 2023 Female Football Week, TUFC hosted an open training night for all female members across all age groups. The club's goal was to begin building a connection between their female members. Younger players begin to know the older players and see how much fun they can continue to have playing football.

TUFC expressed that the Mini World Cup was a huge success. Female teams from across the region supported the event. The club received a lot of positive feedback from visiting clubs and made connections with clubs and people that have the same enthusiasm for promoting female football as them.

The Over 30's competition in 2023 was also a huge success for the club. 10 teams participated in one division, with the potential for more teams in 2024 creating a second division.

TUFC expressed that their open training night was so much fun. Splitting participants into groups of mixed ages, some people knew each other, and some people didn't, but everyone encouraged each other and after the event the club knew more faces and names with connections formed.

TUFC is planning to hold more open training nights throughout the 2024 season to continue the connection across the female group with the first one being held in February.

The club hope to have additional female teams competing on Sundays to make it a fun lady's day at the fields throughout the season.

TUFC committee currently has 13 members, 7 female and 6 males. The Executive committee are 4 females and 1 male. The club have a formidable female presence on the committee. TUFC also

have countless male champions (particularly the dads!) at their club that support their vision to grow and support female participation in all aspects of football.

TUFC host Summer Football every January. 2024 has been the biggest season yet for female participation with 10 teams in the women's comp, a 67% increase on last year. The clubs Summer Football Program has been a constant feeder for winter registrations, so the increased numbers is a great sign for 2024.

Club changer has helped TUFC to streamline what their goals are, what their strengths are and how to align them. By going through the club changer process, the club found it allowed them to look at what they have already done in the female football space and reflect on what works and what doesn't.



ADVICE FROM THE CLUB

"Find a female participation officer / female champion at your club. Someone that understands why female participation should be important to your club and not just an "ad on" to look good. Ask your female members for feedback about what some of the needs at your club are.

Read the case studies available through Club Changer! There is nothing wrong with stealing ideas from other clubs, especially if they had a lot of success!"



STRATEGIES TO INCREASE FEMALE COACHES AND REFEREES

Toowong FC
(Football Queensland)



Toowong FC are aiming to capitalize on their success with player engagement and increase numbers of female coaches and referees closer to 40% of volunteers at the club.

Toowong FC is rapidly reaching gender parity for player numbers (44% female in 2023), but the numbers in their volunteer ranks are not keeping up with this, with numbers of female coaches and referees not matching the clubs current expectations.

The clubs first actions taken were to engage members with the FIFA Women’s World Cup both online and in-person. Activations included participation in a local World Cup event/carnival, organising a signed supporter poster for the CommBank Matildas from members, an online countdown, attendance at matches at Brisbane Stadium, games at the FIFA Fan Festival pitch, and providing Ball Girls and Flag Bearers at matches.

Toowong FC has also begun planning to identify, register and train new coaches and referees, ideally drawing from existing members.

The clubs FIFA WWC activations far exceeded their expectations, with the target to engage 20% of membership in activations/events met easily, as they estimated at least 60% of members taking part overall. This has provided an ideal platform for further work scheduled to take place in 2024 for the club.

Planning for 2024 to increase numbers of female coaches and referees is well underway at Toowong FC, with executive support confirmed, budget allocation assigned for training, scheduling sessions, and identification of potential new volunteers all underway.

Toowong Football Club is committed to being an inclusive club where everyone has a fair opportunity to participate/compete safely and enjoy all aspects of football, regardless of gender, religion, sexual orientation, age, race, nationality, ethnic background, or disability.

The club celebrates diversity and expect all of their members and visitors to uphold the club’s values by treating others with compassion and respect, championing equality, and challenging all forms of discrimination.

Toowong FC see Club Changer as a great tool for clubs to use to highlight their successes, and to assist with analysing and planning for areas of

improvement. Club Changer has helped Toowong FC to align and document their priorities, with links to resources to help them meet and exceed their targets. While the club had considerable success in promoting women and girls in football, they know it’s important to continue developing and leveraging their capabilities in order to ensure the club is providing ongoing opportunities for their members, advising that Club Changer is a great resource for them moving forward.



ADVICE FROM THE CLUB

“It’s vital to engage your wider membership base, and the surrounding community in order to develop football opportunities for women and girls at your club. This starts with support from your board/committee, with a commitment to providing equal opportunities, resources, funding and support. Listen to the women and girls at your club and incorporate them into the decision making process. Ensure you take practical measures to demonstrate your commitment to equality and diversity - schedule training and fixtures fairly, ensure equal access to suitable changerooms and clubhouse facilities, provide suitable equipment and uniforms to all teams, and use inclusive language & visuals in your communications.”



WELCOMING ENVIRONMENT FOR ALL PLAYERS

Tuggeranong United FC
(Capital Football)



Tuggeranong United FC has been actively and enthusiastically expanding its offerings across various aspects of the club. The focal point has been the game development space, aiming to create a secure environment welcoming players of all abilities and ages.

Throughout 2023, Tuggeranong United FC organised numerous all-girls MiniRoos sessions, contributing to the establishment of an inclusive atmosphere. Additionally, their all-abilities program during the summer season proved highly successful, boasting participation from 30 individuals, and the club has plans to expand this program in the upcoming 2024 winter season.

Another significant focus for the club revolves around upskilling their coaching staff, with a particular emphasis on enhancing the women's and girls' programs. Tuggeranong actively supports coaches in obtaining their C and B-Licences, demonstrating a commitment to the continuous development of their personnel.

Tuggeranong United FC has deliberately crafted an environment centered on inclusivity, making considerable investments to accommodate individuals of all ages, genders, and abilities. This commitment is reflected in the diverse range of offerings the club provides, showcasing their dedication to fostering a broad and inclusive community.

The introduction of Club Changer has played a crucial role, offering Tuggeranong United FC a structured framework and guidance in areas earmarked for growth. This initiative has not only facilitated positive outcomes but has also paved the way for the introduction of new programs.

Tuggeranong United FC's proactive approach, commitment to inclusivity, and strategic use of programs like Club Changer underscore their dedication to fostering a dynamic and expansive club. Their success serves as an example for other clubs seeking growth and positive community engagement within the football space.



ADVICE FROM THE CLUB

"We encourage other clubs to leverage the program, tapping into the support provided by the governing body. With the introduction of a new role, the club has experienced improved interconnectedness with Capital Football, and we aim to further cultivate this relationship in the upcoming seasons."



CAPTURE ATTENTION OF POTENTIAL FEMALE PARTICIPANTS

Azzurri United FC
(Football Northern Territory)



Azzurri United FC noticed that not many girls were playing football, not just in their team but everywhere in the sport. The club thought this was a chance to make their club better. So, Azzurri United FC made a plan to get more girls interested in playing.

Azzurri United FC teamed up with a local primary school and organised some free events where girls could come and try playing football. These events were 45 minutes long, and teachers from the school helped them make it easy for the children to join.

However, it wasn't just about trying once; the club wanted to make sure females felt comfortable and heard. Azzurri United FC made special programs just for girls or mixed teams. The club also talked regularly with the female participants to find out what they needed and what they were worried about. This made them feel valued and showed that their opinions mattered in their club.

The club also realised that the places where they play are important. With the support of Football NT, Azzurri United FC made changes to their stadium to make it more welcoming for females. This wasn't just about having better facilities; it was a way to show that they were serious about making their club a better place for everyone.

A big step in the clubs' journey was teaming up with Club Changer. Azzurri United FC expressed that Club Changer helped them look at how they do things - their plans, how they are organized, and how they operate. Together, through using the Club Changer Program, the club made changes that put a spotlight on what girls want and need in their club. This made Azzurri United FC achieve better results at increasing female participation and registrations, player retention, and enjoyment playing football.

Throughout this journey, the club learned that talking and listening to females is important. Understanding what they like about football helped them create better plans. With this knowledge, the club made their environment more inviting, making sure everyone, no matter their gender, can have fun together.

As the club continued this path, they found that the more they worked with the school and the junior girl teams, the more ideas they had to make improvements. Azzurri United FC organized more events, not just to introduce football but to create a sense of community. They wanted their club to be a place where everyone felt like they belonged.

In making their stadium more female-friendly, Azzurri United FC didn't just focus on the playing field. They thought about the whole experience – from parking to the changing rooms. The changes weren't just cosmetic; they were practical improvements to make sure that girls and women felt comfortable and respected in every aspect of their time at the club.

With Club Changer's help, Azzurri United FC looked at every part of their club, not just the games. The club looked at how they make decisions, how they include everyone, and how they talk to each other. It wasn't just about increasing more females to our teams; it was about making their whole club better for everyone.

Talking and listening became the heart of Azzurri United FC's approach. The club wanted to know not just what junior girls liked about football but also what they didn't like. Did they feel safe? Did they enjoy the games? Did they feel like they were part of the team? These conversations helped the club understand what needed to change and what was already working well.

The changes Azzurri United FC made weren't just for the females at the club; they were for everyone. Azzurri United FC wanted their club to be a place where everyone felt heard, respected, and excited to be a part of the team. The ripple effect of these changes was significant for the club with families feeling more involved, and the community surrounding the club grew stronger.

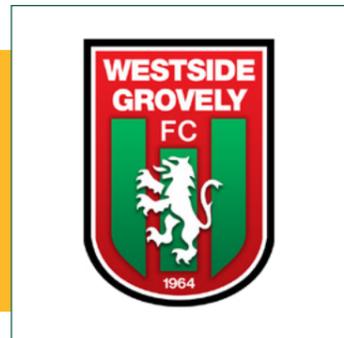
ADVICE FROM THE CLUB

“Focus on more than increasing the number of girls playing football. It is about creating an environment where everyone, regardless of gender, feel welcome and valued. The process of working together, listening, and making thoughtful changes transformed our club into a place where the joy of playing football is truly shared by all, and that's what we think every football club should do.”



FEMALE PARTICIPATION AND INCLUSIVITY

Westside Grovely FC
(Football Queensland)



In Westside Grovely FC’s initial assessment, a significant gap in female participation and inclusivity within the club became evident. Upon reflection, it became glaringly obvious that for the 2019/20 season in particular, there was only one Women’s Metro team, and no girls only Junior teams.

With an increasing number of girls playing in the clubs’ junior teams, it was identified that to move forward the club needed a pathway into the Senior Women’s program. In addition, it was identified that there was a potential to introduce social football into the club for those members, particularly female, who couldn’t commit to competition football. Recently, the FIFA WWC preparations further highlighted this interest in both competition and social football for both women and girls. It became clear to the club that they needed to expand opportunities for women and girls in both football and the management of club operations.

To address this gap, Westside Grovely FC initiated a comprehensive action planning process. The Clubs Committee has been actively driving this process since 2020, with the implementation of several processes that would increase inclusivity, retain players and increase community awareness of our club.

Westside Grovely FC secured sponsorships for their Women’s Team, providing them with new female-specific playing kits, along with state-of-the-art training equipment and balls. The club replicated this process for their first junior girls’ only team, which now benefits from the mentorship of coaches from the clubs Women’s team. More integration between junior and senior players was introduced in the form of coaching, attending match days and female specific social activities. Opportunities have been made available for holiday coaching clinics, guest coaches and club representation at multiple events. The club’s committee has been driven to both promote these activities and actively seek out further opportunities for its members. An example of this was the club organising an event to host Ash Wilson and Gema Simon for our Girls Junior Teams, where there was Q&A time with Ash & Gema, followed by a training session. The club expressed the event was very well received.

Westside Grovely FC expressed that invaluable support from Football Australia’s Club Changer Program provided essential resources, guidance, and best practices for the implementation of their women’s program. The committee has actively encouraged more female involvement in the decision-making and implementation of the Club’s goals in all areas, which resulted in a Female Ambassador role being established. This role allows for more direct communication and further involvement with bodies such as Football Queensland and Football Australia, in the Women and Girls area. Club Changer has provided additional and essential support, particularly with webinars and information sessions.

The Club’s social media platforms became an important additional area to increase inclusivity and female involvement. The introduction of a social media structure allowed for equal representation for all players and members, as well as increased community awareness and involvement.

The overall results are genuinely impressive. The Club’s membership figures have witnessed remarkable

growth, increasing from 146 in 2019 to 465 in 2023, with expectations of reaching 550 members in 2024. Westside Grovely FC have established several new teams including their Women’s Metro team, three exclusive girls-only junior teams, mixed junior teams, the Football Queensland Girls United \program, and the Women’s Over 30 Summer Sixes Competition. The Club have successfully established numerous pathways for female players, fostering greater inclusivity and participation.

Building upon the success of their Girls United and Women’s Summer Sixes programs, Westside Grovely FC plan to field a Women’s Over 30s team in the 2024 season, led by a female coach. In promoting this success to their community, the Club have been able to secure sponsorship for this new team, with additional funds to go towards extra coaching for females. Westside Grovely FC now has 11 Senior Teams, 19 Junior Teams, and an extremely popular Under 5’s program that runs throughout the year.

A milestone for the Club is the recently appointed first female Junior Director of Coaching, who will also oversee their Women’s teams and coaches. Westside Grovely FC actively encourage women to not only be managers for junior teams but also to become coaches, with free access to Coaching Accreditation programs. Furthermore, women are actively encouraged to join the Club Committee, not only to participate in decision-making processes but also to bring a fresh perspective. The Club President has repeatedly expressed the aspiration to have a female President in place by 2026.

ADVICE FROM THE CLUB

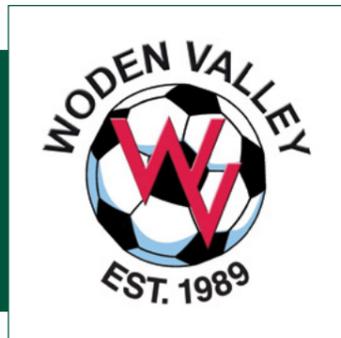
“Begin with a clear vision by identifying what you would like to achieve, start with the establishment of a comprehensive action plan with the support of resources available through the Club Changer Program.

It is crucial to identify a “Female Champion” within the club to drive the process and engage with other women, as well as having the full support of your Committee. Collaboration with local organisations and the prioritisation of inclusivity as a core value are key. Success is not solely about expanding the sport but also about fostering a strong sense of belonging and opportunity for all.”



ENHANCING WOMEN AND GIRLS' PARTICIPATION

Woden Valley SC
(Capital Football)



Woden Valley has strategically identified four pivotal areas for development, placing a strong emphasis on enhancing women's and girls' participation.

The club is dedicated to expanding and refining its offerings across all aspects, ranging from Walking Football to Master's Football and Powerchair Football. This comprehensive approach underscores Woden Valley's commitment to providing inclusive opportunities for football enthusiasts of all ages and backgrounds, establishing a commendable blueprint for other clubs to emulate.

In their pursuit of inclusivity, particularly in women's and girls' football, Woden Valley has implemented various programs aimed at upskilling coaches, recruiting new players, and elevating the overall quality of facilities. The club recognizes the significance of nurturing stakeholders and has taken proactive steps, enrolling numerous coaches in coaching courses and facilitating the participation of game leaders and young referees in relevant training programs.

Notably, Woden Valley's strategic planning has yielded tangible results, including the incorporation of a Powerchair team into Capital Football's program with vital aid and funding. Furthermore, the club has expanded its offerings by introducing an additional four girls' teams compared to the preceding year. This growth is a testament to the inclusive and welcoming environment cultivated by Woden Valley for both female and male players, marking a remarkable surge in program participation.

The implementation of Club Changer has proven instrumental in providing structure and accountability for committee members. This initiative has introduced a tracking system while establishing a clear channel of communication with Capital Football. Woden Valley encourages clubs to commit to specific pathways and engage key stakeholders for support, utilizing the Club Changer program to align with their goals. The fundamental purpose of Club Changer is to assist clubs in leveraging available resources effectively.



ADVICE FROM THE CLUB

"Commit to a particular pathway and engage key stakeholders for assistance. Use the Club Changer program to aid your goals as a club. The purpose of it is to aid clubs and utilise the resource that they are trying to provide."



CLUB CHANGER

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