



# UNLOCKING THE LEGACY

WOMEN & GIRLS STRATEGY  
2021-2023

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# UNLOCKING THE LEGACY

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**BEN RICHARDSON**  
FQ PRESIDENT

# FOREWORD

Whoever you are, whatever your age, wherever you're from, whatever your story, football has the power to inspire and unite.

And what better occasion to unite the game than the biggest global event in women's sport.

Right now we are presented with an unprecedented opportunity to unlock the legacy of the FIFA Women's World Cup 2023 being held here on home soil.

Football Queensland wholeheartedly believes that women and girls are the future of our game and as the largest club-based participation sport in the state and country, we are in a unique position to leave a lasting legacy for future generations.

Football Queensland is committed to developing infrastructure, pathways and opportunities to embrace the potential for women and girls in football, as outlined in our Strategic Plan.

Our state has a proud history of producing Matildas players, from the first Queenslander to captain the Matildas, Sue Monteath, to current stars like Mackenzie Arnold and Hayley Raso.

Queensland's prominent role as a developer of elite talent has seen 40 home-grown footballers represent Australia at major senior and youth international tournaments since July 2012.

We have the programs and pathways in place to continue on this path leading into 2023, but a fast-growing women and girls

participation base brings with it not only extraordinary potential but also vital needs.

Football Queensland's Women and Girls Strategy 2021-2023 outlines the requirements for football in our state, to support the growth of the women's game in the coming years.

Providing opportunities for women and girls of all ages, backgrounds and abilities to be part of our game is more important than ever as we look towards the FIFA Women's World Cup 2023.

There is a critical need for female-friendly facilities across our state. If we are to welcome more women and girls to our game, it is crucial that we support this growth with the development of appropriate infrastructure and facilities.

Supporting our clubs is key to ensuring we can meet our strategic goal of providing high-quality participation experiences for all members of our football family.

Most importantly, we can leave a lasting legacy for future generations of Queenslanders by embracing the potential of women and girls across all parts of our game.

Football Queensland is excited by the opportunities ahead, and optimistic for the future of women's football in our state.

# OUR FUTURE

As a Football Queensland Board Director, former Matilda and passionate football fan, I'm extremely excited to support the development of the Women and Girls Strategy 2021-2023.

There is no doubt that women and girls are the future of our game.

As we look towards the FIFA Women's World Cup 2023 and prepare to bring one of the world's biggest women's sporting events to our shores, we are presented with an incredible opportunity to inspire a new generation of footballers.

I have proudly represented my country while playing at the highest level, and know first-hand how powerful football can be in uniting people of all ages, genders and backgrounds.

This will be true more than ever throughout the next three years as we move closer to staging the FIFA Women's World Cup 2023 on home soil, and the actions we take today will prove crucial in supporting women and girls at all levels of our game, from the grassroots through to the professional level.

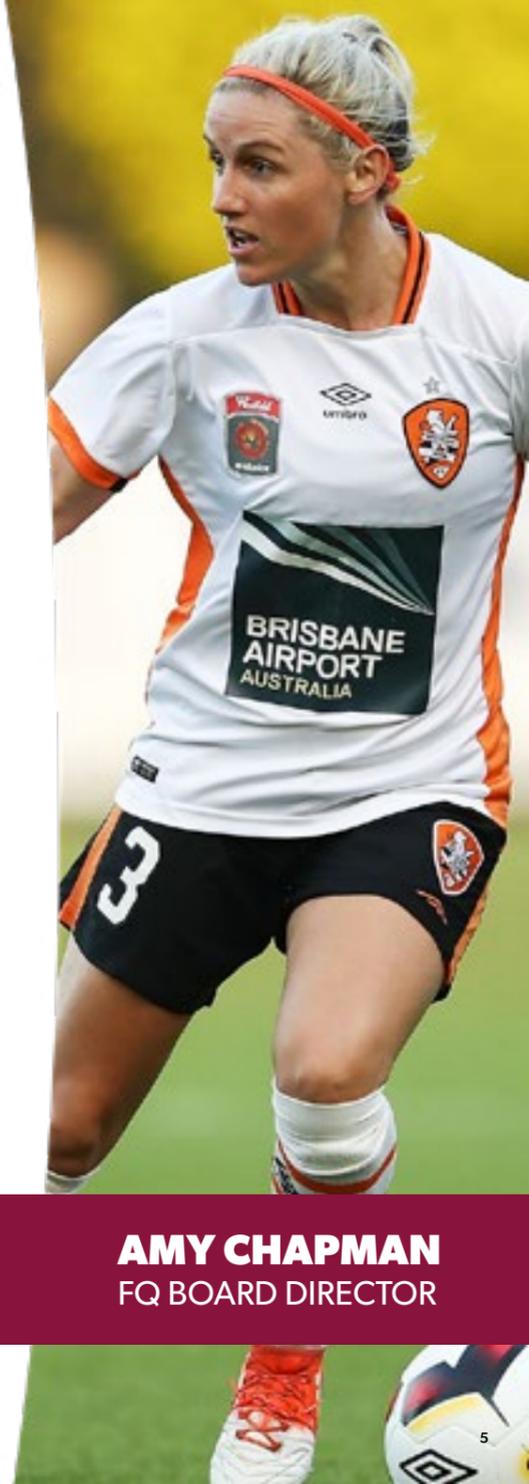
It is now up to us to ensure that the next generation of young girls have the best opportunity to join our game; by developing pathways, building appropriate infrastructure, and strengthening our support of clubs to embrace the potential of women and girls across Queensland.

Meeting the increasing demands of the fast-growing female participation base is key to supporting the growth of the game.

As a state, we should also strive to maintain our strong record of producing Matildas players by fostering the development of elite talent around the state, to provide more opportunities for young girls aspiring to represent our country.

In my role as Chair of Football Queensland's Women's Working Group, I'm committed to driving progress and strong outcomes for female football in the state.

I look forward to working alongside Queensland Government, and members of our football community over the next three years to unlock the potential of the women's game and inspire the next generation.



**AMY CHAPMAN**  
FQ BOARD DIRECTOR

# THE OPPORTUNITY

FIFA WOMEN'S WORLD CUP 2023



**1.12 BILLION**

VIEWERS IN 2019



**\$460 MILLION**

IN FORECAST SOCIAL AND ECONOMIC  
BENEFITS FOR AUSTRALIA



**6 PROPOSED**

TEAM BASE CAMP SITES IN QLD



**1.5 MILLION**

ESTIMATED ATTENDANCE IN 2023

Women and girls are the future of football, and the time to embrace that potential is now.

More than just a mission statement for Football Queensland, this has become a clear reality for all stakeholders in the sport since Australia and New Zealand secured FIFA Women's World Cup 2023 hosting rights.

The biggest global event in women's sport represents a once-in-a-generation opportunity to transform football and leave a lasting legacy for women, girls and Queenslanders across the state.

More than 1 billion domestic and international viewers will be watching when the stars come to shine in our backyard.

Another 150,000 new female players are predicted to join the game across a seven-year participation surge in Australia.

This immense opportunity is now at the fingertips of Queenslanders.



# WOMEN & GIRLS ARE THE FUTURE



## GOAL 1

### FOOTBALL FOR GIRLS IN EVERY SCHOOL

Early football experience for all girls in  
Queensland schools



## GOAL 2

### QUEENSLAND GOVERNMENT FOOTBALL INFRASTRUCTURE FUND

\$60m investment in Queensland Government  
Infrastructure Fund



## GOAL 3

### COMMUNITY CLUB DEVELOPMENT SUPPORT

Football clubs to set standards for  
inclusive environments



## Participation

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### GOAL 1

# FOOTBALL FOR GIRLS IN EVERY SCHOOL

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## OUR AMBITION

### Every single girl to experience football through Queensland state schools

Positive early sporting experiences are essential to keeping children engaged in physical activity throughout their lives.

Football, a simple game with inherent health and wellbeing benefits, is enjoyed the world over - a lifetime commitment for millions.

We want to give Queensland girls the opportunity to share in that passion.

Through early exposure in all state schools, we can help them fall in love with football at a young age and encourage a lasting appreciation for active lifestyles.

This means embedding football for girls in primary schools through HPE lessons and sporting programs.

The Queensland Government and Queensland School Sport can support this bold ambition through the endorsement and encouragement of football, strategic messaging and coordination with Football Queensland.



## Participation

Football is the most popular club-based participation sport in Australia, and a game that continues to experience significant growth in Queensland.

The most recent national football census recorded 18,041 women's and girls participants in our state, a figure that will rapidly expand as the FIFA Women's World Cup 2023 draws closer.

But even as interest swells, there is undoubtedly untapped potential.

While numbers reached record heights in Football Australia's latest data, this key demographic was calculated as representing 20% of all participants

in affiliated outdoor football in Queensland and 22% nationally.

With a strategic focus on engaging schools and delivering early football experiences, Football Queensland and the State Government can drive progress towards gender parity.

Football already has a foothold in schools, with 210 schools and 23,051 boys and girls engaged in a Sporting Schools football program delivered by Football Queensland in 2020.

Now is the time to invest in a bigger, bolder and better approach to deliver long-lasting change.



## KEY PROGRAMS & INITIATIVES



MINIROOS FOR GIRLS



GIRLS UNITED



FEMALE FOOTBALL WEEK



SPORTING SCHOOLS



YEH THE GIRLS CUP



SAP & TSP



QAS



NPL WOMEN



KAPPA WOMEN'S SUPER CUP



QLD V NSW WATSON-O'CONNOR CUP



**1.96 MILLION**  
TOTAL NATIONAL PARTICIPATION



**156,893**  
WOMEN & GIRLS PARTICIPANTS IN AUSTRALIA



**18,041**  
WOMEN & GIRLS PARTICIPATION IN QUEENSLAND



# OUR COMMITMENT

**“We cannot emphasise enough that women and girls are the future. We will develop infrastructure, pathways and opportunities to embrace the potential for women and girls in football, now.” - FQ Strategic Plan**

In 2021, Football Queensland is proud to be celebrating the centenary season of women’s football in Queensland. This year-long schedule of events provides the perfect environment for Football Queensland to launch the Women’s Football Strategy and continue delivering on the vision and goals outlined in the organisation’s overall 2020-2022 Strategic Plan.

**To maximise the increased presence of football in Queensland schools, we will:**



Provide high-quality participation experiences



Provide opportunities for women and girls to participate in football regardless of their age, life stage or background



Develop new products for women and girls to realise market opportunities



Improve coach and referee development opportunities for women and girls and increase their numbers





## Infrastructure

### GOAL 2

# QLD GOVERNMENT INFRASTRUCTURE FUND



## OUR AMBITION

### Significant infrastructure investment to underpin Queensland's supercharged Matildas production line

Queenslanders should be deeply proud of our state's remarkable track record of producing elite-level Australian representatives.

From inaugural Matildas team member and former captain Sue Monteath to modern day heroes like four-time FIFA Women's World Cup participant Clare Polkinghorne, our distinguished pioneers are now globe-trotting superstars.

The local production line continues to outperform expectations, but the opportunity ahead and importance of meeting demand means we must break down the game's clearest participation barrier: facilities, or lack thereof.

Football Queensland has identified a four-year, \$60 million Queensland Government infrastructure investment as essential to ensuring our players have the resources to represent the state at the very top level.

This funding would have far-reaching benefits for our future Matildas and the grassroots clubs that give them their start.

Moreover, it would guarantee our FIFA Women's World Cup 2023 legacy.



## Infrastructure

Football in Queensland faces critical infrastructure challenges that jeopardise the game's ability to meet participation demands across the state.

Strategic investment is urgently needed to address community-wide challenges and to safeguard the game's historically successful player development pathways.

Football Queensland has identified a combined Home of Women's Football & Women's Centre of Excellence as its leading priority, alongside the establishment of a Regional High Performance Centre in Central Queensland.

These game-changing projects have the potential to fast-track more Queenslanders into the Matildas squad by providing vibrant, multi-purpose places for the state's emerging stars to train, play and take the next step.

Together, they could build on the foundations laid by a transformational new Queensland Government Football Infrastructure Fund, a proposed State Government investment of \$60 million over four years.

This firm commitment to delivering real change and incredible opportunities for women and girls would resolve acknowledged grassroots struggles centred on ageing and inflexible facilities.

In 2018, a CPR Group investigation revealed that 35% of Football Queensland's affiliated clubs lacked venues with female or unisex change rooms.

The study also pinpointed dozens more pending field, clubhouse and spectator seating upgrades that must be actioned if metropolitan and regional clubs throughout the state are to sustain ongoing growth.



# FUNDING QUEENSLAND'S FUTURE MATILDAS



**Home of Women's Football in Queensland & Women's Centre of Excellence**



**Regional High Performance Centres**



**Queensland Government Infrastructure Fund**



### AREA FOR IMPROVEMENT

VENUES WITH NO FEMALE OR UNISEX CHANGE ROOMS



**35%**

# OUR COMMITMENT

**“Infrastructure is vital to support the ongoing growth of our game at all levels. We need more places to play, and we need those places to be of a suitable quality to ensure our participants have great experiences.”**  
- FQ Strategic Plan

In 2020, Football Queensland published its in-depth, four-year Strategic Infrastructure Plan, entitled Building The Future Of Football In Queensland. This document recognises the immense potential of the FIFA Women’s World Cup 2023 to be a driver of a lasting infrastructure legacy for football in Queensland. It identifies the game’s priorities and challenges, and underlines the organisation’s focus on providing appropriate facilities for our many, many participants to play.

**To maximise the Queensland Government’s investment in football infrastructure, we will:**



Establish a Home of Women’s Football in Queensland & Women’s Centre of Excellence



Secure a second Regional High Performance Centre (in Central Queensland)



Ensure football facilities in Queensland are female friendly



Secure new pitches in strategic locations across the state





## Clubs & Community

### GOAL 3

# COMMUNITY CLUB DEVELOPMENT SUPPORT



## OUR AMBITION

### Queensland football clubs to lead the sporting industry in providing female inclusive environments

Club administrators are the backbone of community sport in Australia and Queensland.

That holds true in football and it is why Football Queensland is so strongly committed to building capacity within our clubs.

This means upskilling administrators and developing leaders who can deliver quality experiences, effectively manage facilities and, crucially, foster inclusive environments for women and girls.

There is an opportunity in this regard for the State Government and Football Queensland to set new benchmarks for the entire sporting industry.

As united advocates for fully inclusive clubs, we can design the framework and deliver the programs that encourage and enable clubs, and their people, to adopt clear, best-practice culture principles.

And, through funding for training and awareness initiatives, we can guarantee these qualified leaders and administrators have the right mix of skills and support to ensure infrastructure investments are optimised for all participants.



## Clubs & Community

In their landmark 2018 report assessing the social, health and economic advantages of community sport infrastructure, Sport Australia and KPMG recognised that “these benefits are not always optimised or could be further enhanced.”

“Failure to foster inclusive environments” was further identified as a limitation on the capacity of stakeholders to optimise community sport infrastructure, the exact scenario Football Queensland is striving to avoid with strategic support from the State Government.

The study referenced research which highlighted three important factors in the ability of sports participation to drive social benefits:

- management structures that are specifically designed to deliver the intended outcomes;
- leadership and supervision of activities that facilitates positive and inclusive relationships between participants; and
- programming that promotes frequent participation and active engagement.

By working together on establishing uniform standards, programs and processes for the administration of grassroots sporting clubs, we can remove constraints and maximise the value of infrastructure investments.

Football, with over 4,000 registered volunteers in Queensland, can be a vehicle for change.

A strong focus on delivering support to community club development, and the individuals behind the scenes, would lift the long-term viability of our facilities and transform them into vibrant, inclusive hubs for Queensland communities.



**317**  
CLUBS



**5,700**  
TEAMS



**4,150**  
VOLUNTEERS



# OUR COMMITMENT

**“Our clubs and our community are our lifeblood – football in Queensland doesn’t happen without them. We must make the job easier, and thus more attractive, for the volunteers who run our clubs, manage our teams, coach our players, referee our matches, staff our canteens and much, much more.”**  
- FQ Strategic Plan

Through the establishment of a dedicated Club Development Unit and implementation of better measures for success and growth, Football Queensland is driving improvements in the overall standard of delivery from the grassroots up.

**To create inclusive environments for women and girls at all Queensland clubs, we will:**



Provide education and development opportunities for administrators



Design minimum standards for clubs across football’s various levels



Assess and rate clubs annually to measure growth

# INSPIRING QLDERS THROUGH FOOTBALL

## OUR VISION

Football in Queensland united. The game of choice, for all, for life

## OUR PURPOSE

To inspire Queenslanders through football

## OUR VALUES

RESPECT



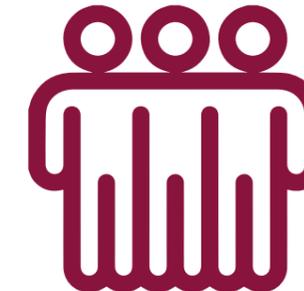
PRIDE



INTEGRITY



UNITY





## Leadership & People

The FIFA Women’s World Cup 2023 is destined to be the biggest sporting event to come to Australia since Sydney 2000.

It is a remarkable opportunity to deliver positive and enduring change for football, for women and girls, and for all Queenslanders.

With support and investment, we can unlock the tournament’s legacy through improved participation opportunities, enhanced infrastructure and quality club administration.

Football Queensland recognises this immense opportunity and is implementing initiatives to better lead, support and inspire our participants, our clubs and our community.

Central to this is our belief in the importance of encouraging and enabling more women to become leaders in our game.

Football Queensland benefits from – and is committed to maintaining – equal gender representation among Board members. This sets a clear standard for all Queensland clubs to follow. Our vision, values and purpose will not be overlooked.

The new Women’s Working Group will further promote and guide the application of gender equity across the game by tapping into essential knowledge, experience and passion.

To profoundly impact the game, we must also ensure football’s governance framework is fully fit for purpose.

Football Queensland’s extensive Future of Football 2020+ consultation and reform journey has stimulated progress towards modern decision-making and administrative models.

We are taking action to eliminate inefficiencies, streamline services and the unite the football community.

Coupled with strong support for Football Australia’s Gender Equality Action Plan and the 10-year Business Case for women’s football, Football Queensland is constructing an environment conducive to balanced, effective leadership and equitable outcomes.



**“Australian football has recognised that to reflect the game’s true diversity and global appeal, more women must be advanced into senior administrative roles across the game.”**

- Football Australia’s XI Principles for the future of Australian football

## LEADING THE WAY

### FQ BOARD



Equal Gender Representation

### WOMEN’S WORKING GROUP



Knowledge and Guidance

### FUTURE OF FOOTBALL 2020+



Governance Reform





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