



**FOOTBALL
AUSTRALIA**

LEGACY '23

An exciting and enduring legacy for Australians
through the FIFA Women's World Cup 2023™

Pre-Budget Submission
2022/2023



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1. EXECUTIVE SUMMARY – The Future is Now

1.1 Introduction

Australia is 18 months away from co-hosting the FIFA Women's World Cup 2023™ which is the biggest women's sporting event in the world, and the largest national event since Sydney 2000. Not only do over 250 million people in more than 200 countries play the game, over a billion people will tune in from around the world to watch the FIFA Women's World Cup 2023™.

Football is important to Australia and is recognised as one of the nation's most loved and esteemed sports with over 1.85 million players residing within Australia. Played in every community across the country, football delivers significant economic, social, physical, and mental health benefits; promotes social cohesion and multicultural inclusion; and will play a leading role as Australia recovers from the effects of the pandemic. An estimated additional \$422 million in total economic value will be triggered if the *Legacy '23* Plan receives funding to progress, in addition to the already sizeable economic impact generated from Australia's largest club-based team sport.

An integral part of the successful Bid submission presented to FIFA was the commitment to deliver a lasting legacy from the hosting of the

event. Key elements of this legacy are more women and girls playing football; creating greater pathways for opportunity; building capacity for women's football; and securing investment for a National Home of Football.

Throughout the process of developing the *Legacy '23* Plan, Football Australia has worked closely with the Federal Government, through the offices of Senator Richard Colbeck, Minister for Sport and Senator Marise Payne, Minister for Women. Discussions have also been ongoing with DFAT and at a departmental level through the Office for Sport within the Department of Health and with Sport Australia. Conversations are also ongoing with Tourism Australia and Austrade.

The Plan has been widely socialised to relevant portfolios within the Government, and feedback has been received and incorporated.

The *Legacy '23* initiatives support a range of Government priorities including the Sport 2024 High Performance Strategy, the Sport 2030 National Plan, the 2021-22 Women's Budget Statement, the Pacific Step-up and Sport Diplomacy 2032. Once supported by the Government, The Plan will also help achieve outcomes aligned with Australia's Long Term National Health Plan, the National Preventative

Health Strategy and the National Agreement on Closing the Gap.

Legacy '23 if funded will:

- Deliver health benefits in the aftermath of COVID-19
- Create jobs and economic uplift across the nation
- Assist in developing the champions of tomorrow in preparation for Brisbane 2032
- Deliver transformative social inclusion programs

Five pillars for legacy success

Alongside assessing and preparing to co-host the FIFA Women's World Cup 2023™, Football Australia has carried out extensive planning across five key areas (Fig. 1) that will position the country to take maximum advantage of this once in a lifetime event, and ensure long term benefits are realised across all of Australia.

Legacy '23 will introduce new crucial programs across Participation, Leadership & Development, Tourism & International Engagement and Community Facilities.

These programs will either seek to capitalise on the opportunity afforded by the Women’s World Cup through leveraging historical successes and program growth/adaptation, or through introducing new targeted programming that seeks to address a community need or deliver on government strategic objectives.

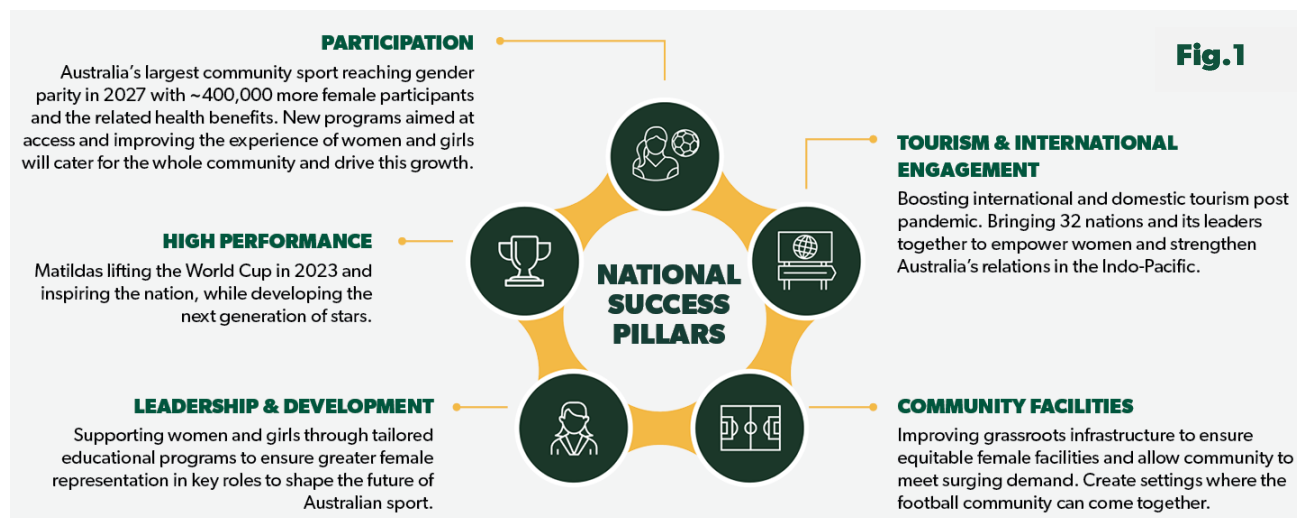
Detailed program information is contained within the submission, with the costings of each program and the benefits associated to the investment detailed.

Strong financial backing is needed from the Federal Government, however as shown by this submission the return on investment for Australians is clear.

Economic and community benefits

In October 2020, Football Australia commissioned independent consultants MI Associates to quantify the social and economic benefits associated with the *Legacy’23* Plan, and the following long-term impacts were calculated if all pillars are delivered:

- **\$422 million** total benefits (present value)
- **\$232 million** net benefits
- **2.22** benefit cost ratio
- **\$338 million** total value added to GDP





- **\$340 million** + potential trade outcomes
- **3,185** equivalent FTE direct/indirect jobs created
- **407,000** new female participants by 2027
- **6,656** elite player and coaching opportunities created
- **4,860** Australians upskilled
- **4,800** women accessing mentoring/developing programs
- **16,200** children engaged via Indigenous participation programs

- **16,380** children engaged via international outreach participation programs
- **2.33 million** physical participation touchpoints through the participation programs

In addition, it is estimated there will be 60,000 international tourists, 645,000 international bed nights, \$150 million international direct expenditure, and 900,000 domestic attendees for the Tournament. And there will be additional benefits from the build-up matches and pre-Games training camps.

(See appendix for the full details)

1.2 What Legacy '23 can deliver

		
ECONOMIC BENEFITS	COMMUNITY BENEFITS	GOVERNMENT BENEFITS
✓ Bounce back from COVID	✓ Increased participation = physical & mental health	✓ Aligns with 2021/22 Women's Budget Statement
✓ Economic stimulus	✓ Gives hope post COVID and inspires youth	✓ Aligns with Sport 2024 High Performance Strategy
✓ Tourism jobs	✓ Community Facilities - 3 tiers of Govt approach	✓ Aligns with Sport 2030 National Plan
✓ Construction jobs	✓ New and enhanced Community programs	✓ Aligns with National Women's Health Strategy 2020-2030
✓ Leadership jobs & training	✓ Indigenous programs	✓ Aligns with Long Term National Health Plan
✓ International Tourism	✓ CALD programs	✓ Supports National Preventative Health Strategy
✓ Domestic Tourism	✓ All ages and abilities programs	✓ Supports National Agreement on Closing the Gap
✓ Trade and Investment	✓ International Relations & Diplomacy	✓ Aligns with Pacific Step-up policy
✓ Greater opportunities for Philanthropy Program	✓ More international matches in Australia	✓ Aligns with Sport Diplomacy 2032
✓ Increased Commercial Partner investment	✓ Future Generations inspired to be Matildas	✓ Supports the Green & Gold Runway and the 2018 Foreign Policy White Paper
	✓ Young Matildas and Junior Matildas Programs of international standard	✓ Supports Austrade's Strategy 2018-2022
	✓ Volunteer opportunities across all ages and communities	✓ Runway of announcements & promotion of Govt backed initiatives

1.3 Investment Schedule

To support investing in a challenging economic environment due to COVID-19, Football Australia has developed an investment option schedule. This schedule offers the Australian Government three tiers of investment with variations on term and range of programs under each *Legacy '23* pillar. The National Home of Football infrastructure investment is further provided as an addition to each option.

Football Australia is ready to announce and launch the *Legacy '23* initiatives as soon as additional Federal Government funding is secured. With the Tournament fast approaching we cannot afford to wait until the next budget and need to start executing on the plan now.

We will continue to work with State and Territory Governments, local governments, corporate Australia and our philanthropy program to scale up the *Legacy '23* initiatives, as shown in section 7 of this submission. However, the funding received from the Federal Government is vital to activate all elements of the Plan.

Within the submission detailed program costings are contained within each pillar. It is acknowledged that the High Performance pillar received a funding commitment from the Federal Government's May 2021 Budget and therefore, is not included in the investment schedule below.

GOLD

Legacy '23 Pillar	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
Participation	\$7,223,212	\$7,063,112	\$7,388,112	\$7,388,112	\$7,388,112	\$36,450,660
Leadership & Development	\$2,719,000	\$2,199,000	\$2,199,000	\$2,077,000	\$2,077,000	\$11,271,000
Tourism & International Engagement	\$2,700,270	\$2,596,770	\$2,614,095	\$2,632,286	n/a	\$10,543,421
Total Federal Investment	\$12,642,482	\$11,858,882	\$12,201,207	\$12,097,398	\$9,465,112	\$58,265,081

SILVER

Legacy '23 Pillar	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
Participation	\$7,223,212	\$7,063,112	\$7,388,112	\$0	\$0	\$21,674,436
Leadership & Development	\$2,719,000	\$2,199,000	\$2,199,000	\$0	\$0	\$7,117,000
Tourism & International Engagement	\$2,064,190	\$1,960,690	\$1,978,015	\$0	n/a	\$6,002,895
Total Federal Investment	\$12,006,402	\$11,222,802	\$11,565,127	\$0	\$0	\$34,794,331

BRONZE

Legacy '23 Pillar	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
Participation	\$5,186,212	\$4,701,112	\$2,991,112	\$0	\$0	\$12,878,436
Leadership & Development	\$1,796,000	\$1,276,000	\$1,276,000	\$0	\$0	\$4,348,000
Tourism & International Engagement	\$1,859,190	\$1,747,440	\$646,103	\$0	n/a	\$4,252,733
Total Federal Investment	\$8,841,402	\$7,724,552	\$4,913,215	\$0	\$0	\$21,479,169

NATIONAL HOME OF FOOTBALL

Legacy '23 Pillar	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
Community Facilities	\$15,000,000	\$15,000,000	\$0	\$0	\$0	\$30,000,000
Total Federal Investment	\$15,000,000	\$15,000,000	\$0	\$0	\$0	\$30,000,000



PARTICIPATION

Australia's largest community sport reaching gender parity in 2027 with ~400,000 more female participants and the related health benefits. New programs aimed at improving the experience of women and girls will cater for the whole community and drive this growth.



3. PARTICIPATION

Pillar Overview

The role of the FIFA Women's World Cup™ in driving participation cannot be undervalued, and this 'once-in-a-lifetime' opportunity to create positive and enduring outcomes for Australians in 2023 and beyond should not be missed. In 2019, the eighth edition of the tournament in France football participation grew by more than 850,000, with a retention rate of 23.1% of adult female participants playing 11-a-side or small-sided football competitively post event¹.

Football though is not just a sport as its societal value is far broader. As Australia's No.1 team participation sport, its effects are felt far and wide as evidenced by an independent modelling report focused on New South Wales, conducted by Sport Business Partners, which estimated more than \$515m in economic and community health benefits were accumulated through football in 2018².

To leverage this once-in-a-lifetime opportunity Football Australia have set an ambitious goal of achieving 50:50

gender parity in 2027, which in real terms means the attraction and retention of over 400,000 more female participants³.

To meet this target Football Australia, through consultation, has developed comprehensive participation programs under the banner of *Legacy '23*. The participation pillar aims to increase the accessibility of football to our diverse participant base by launching new initiatives and scaling up existing programs. This pillar reflects the nature of football being an activity that can be played by all ages and abilities to improve the physical, social, and mental health wellbeing of its participants⁴.

Intersectionality practices have been adopted across the design of all programs, with a key objective of the pillar to increase the participation of women and girls with diverse lived experiences. This includes Aboriginal and Torres Strait Islander women, women with a disability, women living in regional and remote Australia, culturally and linguistically diverse

women, and those in the LGBTIQ+ community.

Resource creation for club development has been included in each program to support more inclusive environments for all participants. This will aid community clubs to enact change to increase women and girl's participation both on and off the pitch. It will further support reversing the decline in volunteering seen across Australia in clubs due to the COVID-19 pandemic.

This nationwide participation program has been developed to align with Sports Australia's 'Sport 2030'⁵, with specific strategic alignment with priorities - 'Build a more active Australia' and 'Achieving sporting excellence'.

Additionally, the program has strong alignment to the National Women's Health Strategy 2020-2030⁶, targeting priority groups, and improving the health and equity of its participants. The synergies of the Women's World Cup in 2023 and Football Australia's expansive delivery network of more than 2400 community clubs⁷, schools and community facilities represent a unique value proposition

¹ <https://www.thefa.com/news/2019/nov/05/womens-participation-growth-world-cup-051119>

² https://footballfacilities.com.au/wp-content/uploads/sites/11/2018/10/SBP-Report-2018-Community-Impact-of-Football-in-NSW_FNSW.pdf

³ https://www.footballaustralia.com.au/sites/ffa/files/202104/184_08_FA_Legacy%20%2723_Brochure_A5_high%20res.pdf

⁴ <https://www1.health.gov.au/internet/main/publishing.nsf/Content/phy-activity>

⁵ https://www.sportaus.gov.au/__data/assets/pdf_file/0005/677894/Sport_2030_National_Sport_Plan_-_2018.pdf

⁶ <https://www.health.gov.au/resources/publications/national-womens-health-strategy-2020-2030>

⁷ Data Source: Football Australia Registration Data

for the Government - to meet the many needs identified within its strategic vision and the recovery as the nation builds back from the COVID-19 pandemic.

PARTICIPATION PROGRAM SUMMARY

This pillar aims to achieve gender parity for participation in Australia’s most popular grassroots community sport in 2027. These eight (8) programs will deliver significant societal benefits for female Australians, leveraging the Women’s World Cup 2023 as the vehicle for positive societal change.

- Festivals of Football Schools Program
- MiniRoos Kick Off for Girls
- MiniRoos Multicultural Settlement Program
- National Multicultural Youth Program
- National Indigenous Program
- Football Your Way
- Walking Football
- Undefeated Academies

GOVERNMENT POLICY ALIGNMENT

The Participation pillar is aligned with the Sport 2030 National Plan, National Women’s Health

Strategy 2020-2030 and the National Preventative Health Strategy.

BENEFITS / OUTPUTS

There are significant benefits that will be experienced by hundreds of thousands of new female participants across Australia, and significant employment and upskilling over the five years of Government investment.

Output	Total over 5 years
Physical Participation Touchpoints	1,997,855
School visits	1,665
Employment Opportunities Created/Maintained	445
Regional bed nights	3,600
Australians Upskilled	2,000
Attract and retain new female players	400,000 +

PARTICIPATION INVESTMENT SUMMARY

A key legacy objective for this pillar is achieving gender parity for football participation in Australia in 2027.

GOLD

Participation Programs	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
Festivals of Football Schools Program	\$1,710,000	\$1,710,000	\$1,710,000	\$1,710,000	\$1,710,000	\$8,550,000
MiniRoos Kick Off for Girls	\$750,000	1075000	1400000	1400000	1400000	\$6,025,000
MiniRoos Multicultural Settlement Program	\$665,000	\$665,000	\$665,000	\$665,000	\$665,000	\$3,325,000
National Multicultural Youth Program	\$685,000	\$685,000	\$685,000	\$685,000	\$685,000	\$3,425,000
National Indigenous Program	\$1,511,212	\$1,026,112	\$1,026,112	\$1,026,112	\$1,026,112	\$5,615,660
Football Your Way	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$3,250,000
Walking Football	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$3,250,000
Undefeated Academies	\$602,000	\$602,000	\$602,000	\$602,000	\$602,000	\$3,010,000
Total Federal Investment	\$7,223,212	\$7,063,112	\$7,388,112	\$7,388,112	\$7,388,112	\$36,450,660

SILVER

Participation Programs	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
Festivals of Football Schools Program	\$1,710,000	\$1,710,000	\$1,710,000	\$0	\$0	\$5,130,000
MiniRoos Kick Off for Girls	\$750,000	1075000	1400000	\$0	\$0	\$3,225,000
MiniRoos Multicultural Settlement Program	\$665,000	\$665,000	\$665,000	\$0	\$0	\$1,995,000

National Multicultural Youth Program	\$685,000	685000	685000	\$0	\$0	\$2,055,000
National Indigenous Program	\$1,511,212	\$1,026,112	\$1,026,112	\$0	\$0	\$3,563,436
Football Your Way	\$650,000	\$650,000	\$650,000	\$0	\$0	\$1,950,000
Walking Football	\$650,000	\$650,000	\$650,000	\$0	\$0	\$1,950,000
Undefeated Academies	\$602,000	\$602,000	\$602,000	\$0	\$0	\$1,806,000
Total Federal Investment	\$7,223,212	\$7,063,112	\$7,388,112	\$0	\$0	\$21,674,436

BRONZE

Participation Programs	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
Festivals of Football Schools Program	\$1,710,000	\$1,710,000	\$0	\$0	\$0	\$3,420,000
MiniRoos Kick Off for Girls	\$0	\$0	\$0	\$0	\$0	\$0
MiniRoos Multicultural Settlement Program	\$665,000	\$665,000	\$665,000	\$0	\$0	\$1,995,000
National Multicultural Youth Program	\$0	\$0	\$0	\$0	\$0	\$0
National Indigenous Program	\$1,511,212	\$1,026,112	\$1,026,112	\$0	\$0	\$3,563,436
Football Your Way	\$650,000	650000	650000	\$0	\$0	\$1,950,000
Walking Football	\$650,000	\$650,000	\$650,000	\$0	\$0	\$1,950,000
Undefeated Academies	\$0	\$0	\$0	\$0	\$0	\$0
Total Federal Investment	\$5,186,212	\$4,701,112	\$2,991,112	\$0	\$0	\$12,878,436

3.1 Festivals of Football Schools Program

To provide the opportunity for metro and regional schools to engage with Football in a fun and inclusive festival which in turn, spark the love and passion of the game in female students to not only become players, but fans in the lead up to and beyond the FIFA Women's World Cup 2023.



OVERVIEW

The Festivals of Football Schools Program will provide an opportunity to engage students in schools across Australia in football participation, with a focus on transitions to club-based environments and showcasing female football role models, like Young Matildas, Junior Matildas or other established football players.

The Festivals of Football program will support Football Australia and the state Member Federations engaging at large scale in schools across the country in the lead-up to, and immediately following, the FIFA Women's World Cup 2023.

Festivals of Football are an engaging half-day or full-day event for a school that introduces students to the game in both metro and regional areas, and with the involvement of female football role models like Young or Junior Matildas, ensures a connection with Australia's National Football Teams.

In addition to the sessions structured around fun and collaborative teamwork, there are modules on physical literacy, and integration with FIFA 11+ – the international governing body's injury prevention program for warmups and warm downs. At the end of sessions, QR codes will be available that can be used by students to understand local options to get involved in different formats of football.

Beyond the tournament, Football Australia will use the connections forged with schools across

the country to expand a broader set of offerings.

This program also extends broader football support to schools, by way of the development of a series of e-learning modules that can be used by teachers as part of their required ongoing professional learning and would also support them entering Football Australia's coaching license pathway through reduced requirements.

OBJECTIVES

This program has been designed to achieve the following objectives:

- 360,000 participants reached per annum
- 1665 school visits over five years
- 100 employment opportunities created/maintained
- 300 regional bed nights

PROGRAM DESIGN

Student Gala Days

- Full time program coordinators would administer the program in terms of school communications, bookings, coach recruitment and management for all Festivals of Football. On the ground delivery would be implemented of 1 coach per class in attendance, with additional player appearances of female football role models, young talent or national team alumni.
- Estimate 360,000 student touchpoints over a year, with approximately 180 – 200 students per school
- This assumes a staffing pool of 20 FTE staff are each doing 2 school visits a week for ~48 weeks (noting annual leave, and the school term running for less time)
- ~2,000 schools would need to be reached (~20% of the schools in the country – 8,000 have been funded through sporting schools)
- Regional schools would be serviced through engaging regional coaches, who would be trained via video conference
- In the instance where a coach cannot be obtained for a regional booking, a 'Regional Roadshow' would be developed to capture 4-5 schools in a

week period to ensure schools do not miss out on the Festival of Football experience

- An established female football role model would be able to attend 75% of the schools, and 5% of the schools attended by the role model would be regional (noting that players are based in metropolitan areas)
- Visits would be for a total of 5 hours – allowing each class of ~30 students to get 60 minutes of activity under the gala day
- Schools would receive a number of footballs, a ball bag and portable pop up goals that would be retained after the visit
- The content delivered would draw from Football Australia's proven 'Gamesology' Framework
- The session would end with a QR code, or some other method, where students would be able to identify local club football opportunities (e.g. kick-off programs, club based participation, skills programs, summer football).

Teacher Training/Upskilling

- Football Australia would design a series of e-learning courses to introduce and support teachers pursuing coaching qualifications, within the context of Teachers' Professional Learning

- Football Australia will also look to develop a Teacher Ambassador Program where teachers can access football resources, professional development through football opportunities and a teacher network to aide their knowledge of the football landscape and to be informed of further opportunities available to students
- Work undertaken in the e-learning module would count for recognition of prior learning, and condense the timeframe that one would otherwise need to undertake to secure a coaching license
- This element of the program will support Football Australia's involvement in Sporting Schools, assist teachers.

BENEFITS / OUTPUTS

Output	Per Year	Total over 5 years
Participants engaged	360,000	1,800,000
Employment opportunities created /maintained (Full-time)	20	100
School Visits	333	1665

INVESTMENT REQUIRED

Total investment is **\$8,550,000 over five years** to support the design and delivery of this program.

Student Gala Days

Federal funding will cover resourcing consisting of one FTE National Program Manager as well as an additional 20 FTE State Coordinators to be dispersed throughout Australia. State Government investment will cover the additional costs of on ground program delivery such as program coaches, equipment, travel, and marketing & promotion costs. Cost per participant assumes that both state and federal funding is received.

	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
National Program Manager	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$400,000
State Coordinators	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$6,500,000
Total Federal Investment	\$1,380,000	\$1,380,000	\$1,380,000	\$1,380,000	\$1,380,000	\$6,900,000

The cost to program budget per participant will be **\$3.83**.

Teacher Training/Upskilling

Federal funding will cover resourcing consisting of technical staffing and the e-learning resource creator. State Government investment will cover the additional costs of regional travel and accommodation.

	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
E-learning Resource Creator	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$550,000
Technical Partners	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$1,100,000
Total Federal Investment	\$330,000	\$330,000	\$330,000	\$330,000	\$330,000	\$1,650,000

3.2 MiniRoos Kick Off for Girls

Provide a fun, social and engaging football program for girls aged 4-11.



OVERVIEW

The MiniRoos Kick Off for Girls is a national introductory program for girls aged 4-11 years, to learn the basic skills of football. The program focuses on developing fundamental movement and social skills in an engaging and inclusive environment. The MiniRoos Kick Off program is already implemented by FA. This variation of the program provides an alternative option for girls who may not want to participate in a mixed gender program.

Each session incorporates elements of Physical Literacy, Gross Motor Movements and Social Engagement. This youth development program for children teaches the basic skills of football. Its main aim is to increase their participation in football, promote social inclusion, and enhance connection with the wider community.

OBJECTIVES

This program is designed to achieve the following objectives:

- Contribution to Sport Australia's long term goal; reducing inactivity amongst Australians by 15% by 2030
- Building the physical literacy of 4-11 years old's⁸
- 8 – 12 sessions of football activities, exercises and games that spark the love of the game in females of ages 4-11
- Increase girls' /women's participation in introductory football activities as facilitators, officials, volunteers, and club members
- Enhance Clubs' engagement with local councils, schools, preschools and childcare services through their ability to deliver the MiniRoos Kick Off program
- Provide transitional and pathway opportunities to local MiniRoos clubs, with major emphasis on equal gender balance.

PROGRAM DESIGN & DELIVERY

Design

- The MiniRoos Kick Off program is already implemented by Football Australia and therefore, this variation will leverage current program design.
- In consultation with Member Federations, Football Australia would engage and consult with community leaders, local councils and local clubs to promote and co-design the location and timing of programs, particularly in regional areas.
- The program structure can be altered to suit the demands and needs of the community, resources, and facilities:
 - Week to week sessions
 - MiniRoos For Girls Holiday Clinics
 - Before and after school programs
 - MiniRoos For Girls Gala Days and Events
 - Information about the program; parent guides, FAQs, session plans, pricing guides
 - Registration platform

- Marketing templates, flyers, logos, graphics, videos etc
- National competitions
- Opportunity for local club sponsorship and national sponsor engagement.

- Nearing the end of each program, the Junior Program Officers and club facilitators will share information of upcoming opportunities and engagements, including coaching, refereeing, or becoming a member at the club to participating families plus offer pathway opportunities by transition participants to MiniRoos Club football.

Delivery

- Program activities run for 45 – 60 minutes in length over a total of 8 to 12 sessions

that build skills through progressive games and simple drills.

- The Development Officers would be the support to the local clubs, plus 200 participation Officers (casual Coaches) would also help in delivering this program within the community.
- Each of the Development Officers will be provided training and education to deliver on physical literacy outcomes.
- MiniRoos Kick Off for Girls will be delivered by two 'providers':
 - Local Community Club - Program is managed and organised by the local club with support from Football Australia's Development Officers.
 - Football Australia - Program is managed and organised by Football Australia's State Junior Program Officers and delivered by Football Australia's Participation Officer Workforce.

BENEFITS / OUTPUTS

The following numbers are based on the delivery of 8-12 sessions, 45 minutes each.

	Year 1	Year 2	Years 3-5	Total over 5 years
Participant touchpoints	15,750	18,000	20,250	94,500
Employment opportunities created/maintained (Full-time)	11	16	21	90
Regional bed nights	440	640	840	3,600

INVESTMENT REQUIRED

Total investment is **\$6,025,000 over five years** to support the design and delivery of this program. Federal funding will cover the staffing. Development officer positions will increase from 10 in the first year, to 15 in the second year and then 20 FTE for the remaining three years.

	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
National Manager	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Development Officers	\$650,000	\$975,000	\$1,300,000	\$1,300,000	\$1,300,000	\$5,525,000
Total Federal Investment	\$750,000	\$1,075,000	\$1,400,000	\$1,400,000	\$1,400,000	\$6,025,000

State Government investment will cover equipment, travel, and marketing & promotion costs. Cost per participant assumes that both state and federal funding is received. This number is calculated by dividing total cost by total number of participants.

The cost to program budget per participant will be **\$111.17**.

3.3 MiniRoos Multicultural Settlement Program

Increase introduction to football activities participation for culturally and linguistically diverse girls.



OVERVIEW

The MiniRoos Multicultural Settlement Program (MSP) is a national program offering free introductory football activities to newly arrived migrant, refugee and asylum seeker children aged 4-11 years. The program aims to introduce them to organised football in Australia, increase their participation in sporting activities, promote social inclusion, and enhance connection with the wider community. Furthermore, the program attracts newly arrived young adults and parents to increase their social and economic participation and engage local communities in delivering activities to create strong, inclusive, and culturally diverse football programs and tolerant environments within community clubs. Additionally, it removes the financial barrier to participation and allows families to better access information.

Football Australia currently delivers this program in New South Wales, Queensland and Victoria with a total of 2,100 participants engaged in activities. Further investment would allow an expansion within these states and in other areas around Australia. This would enhance the role of community clubs in engaging and working collaboratively with CALD communities.

OBJECTIVES

This program is designed to deliver the following objectives:

- Use football as a vehicle to help improve children's lives, recover from the physical and psychological trauma caused by conflict and other humanitarian emergencies.
- Increase local collaborations between community football clubs and local community leaders and organisations.
- Improve physical and mental health, including decreased risk of chronic disease, reduced stress and increased self-esteem.
- Reduce social isolation and help build social connections.
- Develop more welcoming and accessible environments that in return will increase safe spaces and club membership, volunteers and participation.
- Enhance Clubs' engagement with CALD Communities and increase their ability to deliver the program through training resources and recruitment of local facilitators.

- Increased knowledge of other cultures, which can build cross-cultural understanding and mutual respect.
- Increase social and economic participation and engagement and offer employment opportunities as coaches and club administrators.
- Celebrate cultural diversity and capitalise on football's unifying power to build a better future for all disadvantaged migrant and refugee children.
- Introduce newly arrived migrants to Australia's national teams to inspire next generations of representing Australia internationally.

PROGRAM DESIGN & DELIVERY

Design

- MiniRoos Multicultural Settlement Program is an existing offering by Football Australia and therefore, foundational design work has been completed. This would be leveraged as well as conducting further work to ensure the national rollout of the program is successful.

- Partner and consult with community leaders, migrant agencies, and councils to promote and co-design the location and timing of programs with culturally diverse community groups.
- Identify key settlement areas and community clubs where sessions will be delivered including in regional areas.
- Offer pathway opportunities to transition participants to local clubs and cover a portion of their registration fees.
- Recruitment of a dedicated resource to oversee program delivery in each State and Territory.
- Recruitment and training of a pool of 'community champions' to deliver sessions in their local communities to introduce them to coaching and support local clubs.
- Share information of upcoming opportunities and engagements, including coaching, refereeing, or becoming a member at the club to participating families.
- Football Australia will look to partner with universities and/or organisations to

support the delivery and evaluation of this program.

Delivery

- Development of Program Officers in each state and territory to oversee implementation and work closely with local community leaders and clubs on programs set up and delivery.
- Development of Program Champions through the MiniRoos Coaching course/certificate and cultural awareness training to assist local clubs with delivery of sessions.
- Deliver 8 to 12 session programs of 45-60 minutes each to increase physical activity levels, social connectedness, and integration through football.
- Increase social engagement and integration opportunities by organising post-program community activities, including Harmony Day activities, to transition to local clubs, increase social networks, and introduce participants to other football offerings.

BENEFITS / OUTPUTS

The following numbers are based on the delivery of 8-12 sessions, 45 minutes each.

	Per Year	Total over 5 years
Participant touchpoints	2,070	10,350
Employment opportunities created/maintained (Full-time)	10	50
Australians upskilled (coach trained)	200	1000

INVESTMENT REQUIRED

Total investment is **\$3,325,000 over five years** to support the design and delivery of this program. Federal funding will cover resourcing consisting of one FTE National Program Manager as well as an additional nine FTE Development Officers to be dispersed throughout Australia.

	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
National Program Manager	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$400,000
Development Officers	\$585,000	\$585,000	\$585,000	\$585,000	\$585,000	\$2,925,000
Total Federal Investment	\$665,000	\$665,000	\$665,000	\$665,000	\$665,000	\$3,325,000

State Government investment will cover the additional costs of on ground program delivery such as equipment, travel, training of staff, program evaluation and marketing & promotion costs. Cost per participant assumes that both state and federal funding is received.

The cost to program budget per participant in total will be **\$472.95**.

3.4 National Multicultural Youth Program

Increase participation in football of culturally and linguistically diverse girls and boys, to build social inclusion in communities.



OVERVIEW

A modified football program designed for girls and boys aged 12-24 years old within culturally and linguistically diverse communities. The program aims to promote social responsibility as well as football and life values and eliminate the unique barriers that CALD communities (particularly newly arrived, ethnically diverse and humanitarian migrants) experience when participating in physical activity, and/or engaging in the broader community.

Research has proved that factors such as racial, language and cultural constraints, lack of knowledge or access to information, family expectations, the migration and refugee experience, time, and financial constraints limit CALD participation in sport and recreation. The program would offer the opportunity to play and be introduced to football in a safe, inclusive, and engaging environment, as well as gain life skills that will allow participants to succeed on and off the pitch. The program will provide a platform through which to enhance intercultural knowledge and health & wellbeing, encourage positive behaviour, build confidence and resilience, develop fundamental life skills, and enable informed decision-making in young CALD individuals.

The FIFA Women's World Cup™ will be an occasion to celebrate unity in diversity, break down barriers to social inclusion, transform lives, inspire communities, and help create strong incentives that will lead to a more

constructive discourse on migration within Australian communities, change of perception towards migrants and build stronger communities. This program will support this.

OBJECTIVES

This program is designed to deliver the following objectives:

- Showcase the potential of football as an educational tool which can bring communities together and promote social inclusion for CALD communities and newcomers. Promotion of football and life values such as teamwork, respect, diversity, compassion, tolerance, leadership, equality of opportunity and fair play, that are equally Australian values.
- Develops partnerships with inter-governmental and non-governmental organisations to co-design and enhance the delivery of football programs and social and educational activities.
- Upskill clubs, coaches and community volunteers to enable them to deliver program activities. This will be supported by the development of an inclusive coaching curriculum focusing on communication and minimising intentional and unintentional harm to vulnerable groups, to prepare program and club workforce to foster an inclusive

culture, empower people working with CALD individuals, and better engage with support the integration and inclusion of all participants.

- Build a national pool of coaches trained to deliver programs.
- Provide participants with access to quality football activities, educational platforms, life skills and opportunities, advocacy campaigns, health and nutrition, COVID-19 health awareness, public dialogue and conversation awareness, and the knowledge and skills necessary to improve employability and make consistent, long-term lifestyle choices that promote health and wellness, gender equality, social inclusion, and child protection.
- Deliver 8-12 session programs for boys and/or girls in key settlement locations across Australia
- Empower and engage 50% girls, broaden their opportunities, and improve their access to football and to management and leadership pathways within football.
- Deliver five (5) Festivals in the FWWC2023 host cities.
- Build a network of community champions and ambassadors across all states and territories to champion and promote the

game and enhance their intercultural knowledge.

- Give young migrants and their families the opportunity to find out about teams near where they live and how they can get involved.

PROGRAM DESIGN & DELIVERY

Format

Football Session Design

The Program Session and football activities will be based on the Girls United program:

- 8-12 session football programs of 60 minutes each.
- Programs split based on age group (12-15, 16-18, and 18+).
- Activities will focus on acquiring football and life skills and promoting self-worth, self-confidence, a sense of belonging and positive friendships.
- Development of an inclusive coaching certificate and targeted coach recruitment to increase knowledge, skills, and attitude of coaches and their ability to deliver inclusive programs, educate about healthy lifestyle, and promote physical, social, and emotional wellbeing.

- Offer pathways to clubs and leagues and scholarships to join local clubs as players or utilise the program to assist young participants to find work or access employment opportunities as coaches, referees, and administrators.

Community Education & Engagement

Program will also use the 2023 FIFA Women's World Cup to promote a positive image of migration, create employment pathway/economic participation to young CALD participants, and educate the wider public about social inclusion and break down barriers faced by CALD and humanitarian migrants:

- Peer-to-peer learning to help unite and develop the capacities of relevant stakeholders via the NCDP accreditation, educational resources and targeted recruitment. This will help implement their own legacy and social inclusion programs to produce more positive outcomes for migrants in their local communities.
- Youth Forums to learn about football pathways, engage with special guest speakers attending, share stories and amplify voices about creating a more positive and inclusive society.
- Awareness-raising festivals in each of the Australian host cities, FIFA or FWWC2023

Legacy Nights etc. Local stakeholder groups will be created in each of the host cities to organise the festivals. Each group will comprise football stakeholders (Member Federation, Associations and clubs) and local partners, such as civil society organisations, public authorities, and community experts.

- Digital campaigns promoting the uniqueness and diversity of the FWWC2023 and celebrating Harmony and Refugee Weeks.
- Free Multicultural Inclusion Tournaments.
- Employment pathways and internships – event volunteers, stewards, team liaison or translators, arts & music etc.

Partnerships

- Consultancy agreement with expert organisations (i.e., Creating Chances, CMY)
- Potentially partner with UNHCR to support awareness and education and execute festivals and campaigns.
- Research and Evaluation agreement with a tertiary institution.
- Work closely with FIFA FWWC Department to coordinate initiatives and engagement opportunities.

Resourcing

- National Program Manager.
- Nine (9) Member Federation Officers to implement the program locally.
- A national pool of casual officers/facilitators delivering sessions locally.
- A national network of young ambassadors or champions engaged in social and cultural activities.



BENEFITS / OUTPUTS

The following numbers are based on the delivery of 8-12 sessions, 45-60 minutes each.

	Per Year	Total over 5 years
Participant touchpoints	2,070	10,350
Employment opportunities created/maintained (Full-time)	10	50
Australians upskilled (coach trained)	200	1,000

INVESTMENT REQUIRED

Total investment is **\$3,425,000 over five years** to support the design and delivery of this program. Federal funding will cover resourcing consisting of one FTE National Program Manager as well as an additional nine FTE Development Officers to be dispersed throughout Australia.

	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
National program Manager	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Development Officers	\$585,000	\$585,000	\$585,000	\$585,000	\$585,000	\$2,925,000
Total Federal Investment	\$685,000	\$685,000	\$685,000	\$685,000	\$685,000	\$3,425,000

State Government investment will cover the additional costs of on ground program delivery such as equipment, travel, training of staff, program evaluation, registration fees and marketing & promotion costs. Cost per participant assumes that both state and federal funding is received.

The cost to program budget per participant in total will be **\$726.23**.

3.5 National Indigenous Football Program

Establish a sustainable football model for Indigenous people of all ages, grounded in cultural consultancy and providing equitable access to elite pathways and representation.



OVERVIEW

The National Indigenous Football Program (NIFP) will be the first Indigenous led national participation program delivered by Football Australia. Historically, Football Australia has had minimal national approach or strategy for Aboriginal and Torres Strait Islander peoples targeted participation or pathways. The NIFP will build a sustainable participation model contributing to a significant increase of football participation, employment and engagement within Aboriginal and Torres Strait Islander communities. In 2021, Football Australia have commenced important steps on their reconciliation journey and the NIFP will be an integral component of the future of football in Australia.

The NIFP comprises two key sub-programs:

1/ National Indigenous Football Participation Program (NIFPP)

The NIFPP will be led by two regional Indigenous development coordinators across WA/NT and QLD/Torres Strait Islands (TSI) to support the program by upskilling and hiring community members in Football Officer roles to deliver programs in specific communities.

Aligning with government action of 'improving local and regional decision making' - pilot communities⁹ selection and program delivery

⁹ https://www.aph.gov.au/About_Parliament/Parliamentary_Departments/Parliamentary_Library/pubs/rp/BudgetReview201920/IndigenousAffairs

will be based on alignment to social outcome goals of the community. Community consultation will allow appropriate consultation and ownership for the football program.

2/ National Indigenous Matildas Program (NIMP)

The NIMP will build a high-performance pathway to further encourage and develop Indigenous women to strive for elite selection and national representation, creating further employment opportunities and pathways for Indigenous women to work in sport. The National Indigenous Matildas Team will grow to be a well-known Team that young aspiring Indigenous women can aspire to be a part of.

The NIMP will provide a platform for First Nations women to be celebrated as national role models through sport, for all Australians.

OBJECTIVES

- This program is designed to deliver the following objectives:
- Fostering a self-determining model of football as a sport in community, driven by community members based on community leadership guidance. Emphasis on a First Nation owned and operated model of football.
- Pathway entry opportunity for First Nations athletes with desire to take game development to state and national level, through academies and talent identification tournaments.
- Eliminate distance barriers for selection and high-performance development for aspirational athletes.
- Improve physical and mental health, including decreased risk of chronic disease, reduced stress and increased self-esteem.
- Reduce social isolation with unengaged youth and help build positive social connections.
- Develop more welcoming and accessible environments that in return will increase safe spaces and club membership, volunteers and participation.
- Community led employee pathway into working in the football industry. Increasing economic opportunities for remote and rural communities at distance from football clubs and leagues.
- Leadership capacity building with school-based traineeships for female high school students.
- Increase in physical activity opportunity for First Nations people with disability particularly in remote communities as highlighted by the ABS¹⁰
- Pathway entry for First Nations peoples with disability to 'Undefeated Academies' and ultimately Pararoos and ParaMatildas if they choose.
- Role model building of the National Indigenous Matildas team through community engagement and impact initiatives.
- Engaging community services and organisations which safeguard unengaged youth (ex, Out of home care and youth justice sectors).
- Entry provided to all current and future pathways and programs at FA.

PROGRAM DELIVERY

1. National Indigenous Football Participation Program

Facilitator – Train the Trainer

The Program will adopt a 'train the trainer model' to ensure that knowledge is shared amongst the football network and the program is sustainable beyond the funding provided by the government. Regional Indigenous Football Coordinators will attend a workshop once a year to be trained on programs. They will then conduct training sessions for their Indigenous Football Development Officers.

Program Design & Delivery

Two Regional Coordinators will be appointed to lead the delivery of this program. Responsibility will be split across the Torres Strait Islands and Queensland, and Western Australia and Northern Territory. Both roles will manage multiple Football Development Officers who will be responsible for on ground delivery.

With guidance from Football Australia's National Indigenous Advisory Group, community elders and Traditional Owner groups/council, football programs will aim to positively contribute strongly to closing the gap targets as outlined below:

¹⁰ <https://www.abs.gov.au/ausstats/abs@.nsf/0/176B7899CCE3B173CA257D9E00112463?Opendocument>

Early Childhood Education

To support the recent Indigenous education boost outlined in 'redeveloped closing the gap targets'¹¹. MiniRoos programs will be delivered in partnership with early childhood education centres to provide fun, engaging and positive introduction to gross motor skills and physical development of fundamental movement patterns. Football officers will support school aged MiniRoos programs and upskill current sport and recreation officers and physical education teachers to engage more students into physical activity through football. By driving early childhood physical activity programs through MiniRoos, football are able to contribute to the established outcomes aspired by the Maternal Health and the First 2000 Days; Exercise and Nutrition; Early Childhood Grant Opportunity¹².

Indigenous Employment

The NIFPP will create nine (9) identified roles across regional and remote areas of WA, NT, QLD and within the Torres Strait Islands. The NIMP will create an additional five (5) roles to support the program delivery. The NIFPP will also partner with school attendance programs existing within selected communities comprising of the Clontarf and Stars Foundation, Glass Jar Ltd and other providers funded by the NIAA as listed Girls Academy Providers¹³ to deliver Indigenous Girls Academies. Supporting the Indigenous Girls

Academies will give football officers and coordinators the opportunity to upskill Indigenous students to obtain entry level coaching and referee qualifications, and leadership development to build post-school employment prospects into casual football roles and beyond.

School Attendance

The NIFPP will contribute to school attendance by supporting school attendance programs inclusive of Clontarf and Stars foundation academies as outlined above. Football officers and coordinators can upskill academy mentors to enhance sports activity components of their program delivery.

Life Expectancy

Football officers will provide upskilling to aged care facilitators and staff to provide physical activity for elderly members of the community via the 'walking football' program.

Additionally, football officers will support a partnership and health promotion delivery by Aboriginal/Torres Strait Islander controlled health services or corporations via the following opportunities:

NDIS or Disability support services delivery support

Football officers can support development and opportunity for community members with

disability to participate in 'Walking Football', 'Blind Football' and potential selection into aforementioned 'Undeclared academies' or ParaNationals football tournaments.

Youth Justice diversion

Football officers/coordinators can support youth justice diversion organisations by introducing football as a re-engagement activity and leadership opportunities to join football teams or take volunteer/paid opportunities to support program delivery.

Out of Home Care services

Football officers will work to ensure all young people of the community will have no barriers to participation by delivering and supporting out of home care services through a fun and engaging football program outside of school hours. The program delivery will also include leadership development and opportunity to upskill young people and support staff who wish to embark on a career in sport through various scholarship and development incentives.

Mental Health organisations

The NIFPP and NIMP will promote positive mental health messaging and provide tangible activities to participate in healthy outlet methods and connect people socially through sport. The NIMP will establish and profile ambassadors to support organisations inclusive

¹¹ <https://parlinfo.aph.gov.au/parlInfo/search/display/display.w3p;query%3Dld%3A%22media%2Fpressrel%2F6497231%22>

¹² <https://www.health.gov.au/sites/default/files/documents/2021/05/budget-2021-22-stakeholder-pack.pdf>

¹³ <https://www.niaa.gov.au/news-centre/indigenous-affairs/new-providers-deliver-girls-academy-services-2021>

of Red Dust¹⁴. The NIFPP will support organisations like Red Dust and Headspace to support local initiatives and voices to prevent youth suicide¹⁵.

2. National Indigenous Matildas Program

The NIMP will have three key components.

National Camp

- One national camp will be held per year with a total of 23 players. The camp will focus on developing prospective elite Female First Nation athletes from across the country who aspire to take their game to the next level. Each camp will connect players with high performance Football Australia representatives and local connection to state high performance facilities and programs, increasing further opportunities for player development and selection into current high-performance pathway and programs.
- Players are nominated by their Member Federation where they currently play football. Additional nominations are put forward from existing Indigenous football programs (e.g. John Moriarty Football Programs, National Indigenous Football Championships and Carnivals, and NIFPP coordinators and officers).

- The NIMP will employ a First Nations head coach and ensure there are First Nations physiotherapists and support staff hired to be involved in each camp.

Cultural Immersion Activity

- As part of the national camp, there will be a cultural immersion activity between the squad and the Traditional Owners of the camp location. This activity will be the cultural foundation of the team to engage with the community in every location where camps will be set. Storytelling and various comms from these activities will provide a platform to showcase and celebrate the diverse and rich First Nations culture on a national and global scale.

National Team Friendlies

- FIFA Women's World Cup 2023™- Prior or during this major event, there will be an exhibition match between the National Indigenous Matildas Team and the NZ Maori Women's Team.
- High-performance squads and teams across the country will also be engaged for joint initiatives and friendly matches.

¹⁴ <https://parlinfo.aph.gov.au/parlInfo/search/display/display.w3p;query=Id%3A%22media%2Fpressrel%2F6556341%22>

¹⁵ <https://parlinfo.aph.gov.au/parlInfo/search/display/display.w3p;query=Id%3A%22media%2Fpressrel%2F6466265%22>

BENEFITS / OUTPUTS

The following numbers are based on the delivery of at least seven (7) program locations per year. It is likely that these numbers will be much higher given the opportunity to run more programs at less cost due to less travel by regional coordinators to upskill football officers.

NIFPP	Per Year	Total over 5 years
First Nations Participants engaged	7,553	37,765
Employment opportunities created/maintained	9	45

NIMP	Per Year	Total over 5 years
First Nations Participants engaged	23	115

INVESTMENT REQUIRED

The investment required is **\$5,615,600** over five years for design and development of this program.

	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
NIFPP	\$1,399,212	\$914,112	\$914,112	\$914,112	\$914,112	\$5,055,660
NIMP	\$112,000	\$112,000	\$112,000	\$112,000	\$112,000	\$560,000
Total Federal Investment	\$1,511,212	\$1,026,112	\$1,026,112	\$1,026,112	\$1,026,112	\$5,615,660

National Indigenous Football Participation Program

Total investment is **\$5,055,600 over five years** to support the design and delivery of this program. Below are the annual program costs for the NIFPP. Vehicle acquisition will only occur in the first year of the program.

Annual Program Costs	Cost per participant	#	Total Cost
Regional Coordinators	\$80,000	2	\$160,000
Development Officers	\$50,000	7	\$350,000
Vehicle Acquisition – 4WD	\$69,300	7	\$485,100
Vehicle Operating Costs	\$9,800	7	\$68,600
Equipment	\$7,500	7	\$52,500
Nutritious Meal Supply	\$4	7,553	\$30,212
Air Travel – Wet Season Only	\$10,000	7	\$70,000
Accommodation	\$20,000	7	\$140,000
Cultural Consultation costs	\$400	7	\$2,800
Marking and Promotion	\$40,000	1	\$40,000
Total Program Cost			\$1,399,212

The cost per program budget per participant will be **\$232.25**.

National Indigenous Matildas Program

Total investment for the NIMP is **\$560,000** over five years to support the delivery of this program. Staffing includes a coach, assistant coach and physiotherapist to support the national camp. It is assumed a total of 23 players will be selected for the program.

Annual Program Costs	Cost per participant	#	Total Cost
Transportation	\$500	28	\$14,000
Accommodation & Meals	\$2500	28	\$70,000
Staffing	\$15,000	1	\$15,000
Venue Hire & Equipment	\$10,000	1	\$10,000
Total Program Cost			\$112,000

The cost per program budget per participant will be **\$4,870**.

3.6 Football Your Way

Provide an accessible and social format of football to increase women's and girls' participation.



OVERVIEW

Football Your Way is a national program designed to provide tailored football programs for women and girls aged 16+ years. It aims to encourage inactive or less active women and girls to become physically active and participate in social and modified football activities that suit their needs. The program aims to reduce the barriers linked to women's and girls' participation (i.e. fear of judgement, lack of self-confidence, cost, family responsibilities, negative stereotypes etc.) and promote the physical, psychological, cognitive and social benefits of football and engaging in team sport.

It is a low-impact, football-based program providing 45-minute sessions that offer a more social and accessible version of football specifically modified for inactive women and girls. The participants discover and learn the basic competencies in a relaxed and non-competitive setting. The program predominantly attracts mothers, students, those disconnected or new to the community; and female spectators wanting to be involved in the sport without long-term commitment and in a non-competitive environment that are generally associated with organised team sport.

OBJECTIVES

- Support inactive women to become active and encourage the minimum of 30 minutes of exercise a day.
- Promote the physical, social and mental benefits of football.
- Provide other options for women and girls to participate in a team sport that are financially feasible, welcoming for women and girls, require shorter time commitments, and enable attendance for those with families, work, or school commitment.
- Increase inter-generational interaction by taking a 'whole of family' approach.
- Increase women's and girl's participation particularly from low socio-economic groups, Indigenous, CALD and rural populations.
- Create a network of female leaders in non-playing roles such as coaches, facilitators, and administrators to promote the game.
- Develop role models to ultimately increase female participation in football beyond the life of the program and work towards a 50:50 gender equality in 2027.

- Deliver programs through the hub model across metro, regional and remote areas.
- Increase clubs' capability to make football more accessible for women and girls through training resources and targeted recruitment to ensure a female friendly and inclusive environment.
- Provide transitional and pathway opportunities to join local clubs as members, players, coaches, and administrators.
- Deliver Female Football Week activations and an annual digital campaign to celebrate gender equality and raise awareness of the unique role women can play in sport.

PROGRAM DESIGN & DELIVERY

Design

- Appointment of National Women & Girls Programs Coordinator to lead implementation nationally
- Nine (9) Member Federation Officers appointed to implement the program locally.
- Develop and design resources to assist with capacity building and training prior to engagement, including a coaching certificate that is accessible for women and girls.
- Club accreditation process (NCDP) to ensure deliverers offer a female friendly environment prior to delivery.
- Recruitment and training of a network of female coordinators/officers who will lead and assist clubs with delivery.
- Program branding and collateral that is simple and reflecting the targeted demographic.
- Communication channels to further promote programs and share information and success stories.
- Program research and evaluation to assess success and outcomes.

Delivery

- The program consists of a themed 45-minute session delivered once or twice a week for eight (8) weeks.
- A Coordinator/Facilitator will lead sessions and focus on fun, physical activity, and the basic competencies of football, and will play a crucial role in creating an environment that women want to be a part of.
- It is essential that the program is delivered with a welcoming and positive attitude to ensure the participants experience and feel what the core values of the program are: fun, football, friendship, encouraging, energising, belonging, wellbeing and connection.

BENEFITS / OUTPUTS

	Per Year	Total over 5 years
Participant touchpoints	4,440	22,200
Employment opportunities created/maintained (Full-time)	10	50
Hours of Casual Work created	4,400	22,000

INVESTMENT REQUIRED

Total investment is **\$3,250,000 over five years** to support the design and delivery of this program. Federal funding will cover resourcing consisting of one FTE National Program Coordinator as well as an additional nine FTE Development Officers to be dispersed throughout Australia.

	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
National program Coordinator	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$325,000
Development Officers	\$585,000	\$585,000	\$585,000	\$585,000	\$585,000	\$2,925,000
Total Federal Investment	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$3,250,000

State Government investment will cover the additional costs of on ground program delivery such as equipment, travel, program evaluation and marketing & promotion costs. Cost per participant assumes that both state and federal funding is received.

The cost per program budget per participant will be **\$378.75**.

3.7 Walking Football

Provide an accessible, safe and social format of football to increase participation of Older Australians.



OVERVIEW

Walking Football is a national program offering a social, small-sided, and sustainable version of football for people over the age of 50. It is the slower paced version of the beautiful game and the rules have been changed to make it Social, Safe and Fun.

The program has been designed to suit veterans or new participants alike, and provide a safe, inclusive, and enjoyable form of football to increase Older Australians' participation in regular physical activity. It focuses on low-impact and team-based exercises and provides the ongoing physical and mental health benefits associated with team sports, as well as social

The format and rules of the game are designed to emphasise fun and socialisation, making football a game for everyone no matter what age or generation. The program takes a 'whole of family' approach to include all ages in football, increase intergenerational interaction and provides opportunities to join local clubs as members and volunteers.

OBJECTIVES

This program is designed to deliver the following objectives:

- Support Older Australians to become more active and encourage the minimum of 30 minutes of exercise a day through Walking Football sessions and home exercises.
- Deliver through the hub format in metropolitan, regional and remote areas.
- Promote the social, physical and mental health benefits of football to older Australians.
- Learn new skills, promote teamwork, improve health and independence, increase self-esteem, have a sense of purpose and belonging, and increase social connections.
- Provide opportunities to join local clubs as members and volunteers.
- Create a national network of Walking Football team leaders and volunteers who can grow the game for older Australians.
- Increase the capability and capacity of football administration at national, state and local level to make Walking Football sustainable into the future.

- Increase intergenerational interaction by taking a 'whole of family' approach to include all ages in non-playing roles, including as facilitators, referees and administrators.
- Work closely with Indigenous and CALD communities to reach participants in those demographics.
- Get more females involved in the game as players, coaches, officials and volunteers, as part of Football Australia's drive towards 50:50 gender equality.
- Offer pathway opportunities to local competitions for those who wish to play in teams and leagues.
- Organise a national Walking Football Tournament annually to showcase the game to the public and further promote engagement.
- Deliver a National Seniors Month campaign annually to raise awareness of the importance of staying active.

PROGRAM DESIGN & DELIVERY

Design

- Appointment of National Walking Football Coordinator/Manager to lead implementation nationally.
- Nine (9) Member Federation Officers appointed to implement the program in each State and Territory.
- Develop and design resources to assist with capacity building and training prior to engagement, including a grassroots coaching certificate that is relevant for the older demographic.
- Implement club accreditation to ensure deliverers offer an 'all-age/seniors' friendly culture/environment prior to delivery.
- Recruitment and training of a network of coordinators/officers who will lead and grow the game and assist clubs with delivery.
- Program branding and collateral that is simple and reflecting the targeted demographic.

- National ambassadors to promote the program and create hero content.
- Communication channels to further promote programs and share information and success stories.
- Program research and evaluation to assess success and outcomes.
- Implementation of national regulations and tournament structures.

Delivery

- The program consists of a 60-minute session delivered weekly for 8 to 12 weeks.
- A Coordinator/Facilitator will lead sessions and focus on helping players toward better health and becoming more physically active.
- Programs are structured to make sessions safe, fun, and social with warm up exercises, small games, warm downs and plenty of time to socialise.

BENEFITS / OUTPUTS

	Per Year	Total over 5 years
Participant touchpoints	4,440	22,200
Employment opportunities created/maintained (Full-time)	10	50
Hours of Casual Work created	4,400	22,000

INVESTMENT REQUIRED

Total investment is **\$3,250,000 over five years** to support the design and delivery of this program. Federal funding will cover resourcing consisting of one FTE National Program Coordinator as well as an additional nine FTE Development Officers to be dispersed throughout Australia.

	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
National program Coordinator	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$325,000
Development Officers	\$585,000	\$585,000	\$585,000	\$585,000	\$585,000	\$2,925,000
Total Federal Investment	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$3,250,000

State Government investment will cover the additional costs of on ground program delivery such as equipment, travel, program evaluation and marketing & promotion costs. Cost per participant assumes that both state and federal funding is received.

The cost per program budget per participant will be **\$378.75**.

3.8 Undefeated Academies

Celebrate all abilities and capitalise on football's unifying power to start conversations, break down barriers and promote social inclusion.



OVERVIEW

Football Australia's Undefeated Academies will represent a national network of disability football training programs designed to identify, develop, and nurture the next generation of players with a disability. These programs will provide a pathway to the Pararoos and ParaMatildas, Australia's national football teams for players with cerebral palsy, acquired brain injury or symptoms of stroke.

There are more than 2.2 million women and girls living with disability in Australia. Cerebral palsy is the most common physical disability in childhood. Undefeated Academies will support Football Australia's mission to identify talented women and girls with disability, develop their skills, and provide a pathway to community football, or our national team, the ParaMatildas.

Young players with a disability participating in these programs will improve their physical and mental capacity and reduce the impact of their impairments. Physical activity is commonly recommended to those with disability to improve both physical and mental health. Football can play an important role in the health and wellbeing of young women and girls living with disability.

Studies have shown that physical activity in people with cerebral palsy results in improvements in aerobic fitness, muscular strength, motor activity, cognitive function, and mental health. A recent study by the University of Curtin in Western Australia, specifically

studied the impact of cerebral palsy football, and found significant improvements across participants' mobility and muscle spasms.

OBJECTIVES

This program is designed to deliver the following objectives:

- The Undefeated Academies will provide regular training opportunities for players to train in representative squads.
- The academy environment will also include injury prevention & strength training, as these have been proven to support the quality & longevity of cerebral palsy footballers.
- Developing an environment that allows talented disability footballers to train and compete with strong, able-bodied footballers can significantly improve the quality of player development.
- Develop and nurture the next generations of footballers representing Australia internationally
- Academies also enable players to have close contact with qualified coaches who can provide more immediate & detailed feedback on their development, which helps address the challenges faced in a decentralised Pararoos program that has minimal national training camps.

- Academies will provide for specific talent identification and promotion of female disability football. Currently, there are 24 registered female players prepared to join the newly formed ParaMatildas. With more than 100,000 women and girls aged 13-19 living with disability, there are significant opportunities to identify and nurture talented female footballers.
- These Academies will also join forces to deliver an International Day of People with Disability national event while also participating in Football Australia's annual fundraising events like the Undeclared Challenge.
- Leadership training and mentoring initiatives by current Pararoos and ParaMatildas will provide young players with a disability the opportunity to learn from and engage with their role models, reducing social isolation and building interconnectedness.

PROGRAM DESIGN & DELIVERY

There will be six (6) Undeclared Academies, one in Sydney, Melbourne, Canberra, Brisbane, Adelaide and Perth.

Design

- The Undeclared Academies will be new programs based on an existing model already in operation in North Sydney. The pilot program in North Sydney has enabled a wide pool of players to progress in their professional development, with 7 players in the 2019 IFCPF World Cup squad participants in this program. An expansion of this program nationally, with a focus on women and girls, will see this number dramatically expand.
- Consultation with member federations, clubs, associations, and local disability networks will be conducted to promote the location and timing of programs with all abilities leaders.
- Recruit dedicated resources to oversee program delivery within each Academy, some of whom will be current Pararoos and ParaMatildas players. These will

include Coaches and Program Managers, one of each at specific Academies.

- Identify clubs and associations where Undeclared Academies will be developed and delivered.
- Recruitment and training of 'Undeclared Volunteers' to assist with the delivery of programs and encourage them to join coaching programs.

Delivery

- The Undeclared Academies will be hosted by local clubs and associations around Australia.
- Deliver 4-5 sessions each week that not only provide a professional pathway to our national teams, but also opportunities for social connectedness, and inclusion through the power of football.
- The program will last a total of 40 weeks
- Qualified, professional Coaches and Program Managers will deliver the programs while community volunteers and current Pararoos and ParaMatildas will support the rollout and implementation.

BENEFITS / OUTPUTS

The following numbers are based on the delivery of six undefeated academies. It is assumed that there are 4 programs per week for a total of 40 weeks. It is assumed a total of 75 participants will attend each week.

	Per Year	Total over 5 years
Participants engaged	75	375
Employment opportunities created/maintained (Full-time)	2	10
Hours of Casual Work created	12	60

INVESTMENT REQUIRED

Total investment is **\$3,010,000 over five years** to support the design and delivery of this program. Federal funding will cover fixed costs and 6 undefeated academies.

	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
Total Fixed Cost	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$700,000
Total Variable Cost	\$462,000	\$462,000	\$462,000	\$462,000	\$462,000	\$2,310,000
Total Federal Investment	\$602,000	\$602,000	\$602,000	\$602,000	\$602,000	\$3,010,000

The cost per program budget per participant for an entire season will be **\$8,027**.

Fixed costs

Staffing includes two FTE in a National Director and a National Sports Science Manager. It also includes a marketing and branding campaign to raise awareness and promote the program.

Total fixed cost over five years is **\$700,000**.

Variable costs

The variable costs are based on no. of Undefeated Academies delivered.

Individual Undefeated Academy	Cost per participant	#	Total Cost
Undefeated Academy	\$160	75	\$12,000
Coach (part-time)	\$3,500	10	\$35,000
Program Manager (part-time)	\$30,000	1	\$30,000
Total Program Cost			\$77,000



TOURISM & INTERNATIONAL ENGAGEMENT

Boosting tourism numbers.

Bringing nations together to empower women.

Strengthen Australia's relations in the Indo-Pacific.



4. TOURISM & INTERNATIONAL ENGAGEMENT

Pillar overview

The Tourism and International Engagement pillar harnesses the phenomenal international opportunity presented by the FIFA Women's World Cup 2023™. This pillar aims to empower women across our region, strengthen Australia's relations in the Indo-Pacific and support Pacific nations' preparation for 2023.

The activities before and after the Tournament will also drive international and domestic tourism and trade outcomes for Australia, assisting the nation to bounce back from COVID-19.

It is estimated there will be 60,000 international tourists, 645,000 international bed nights, \$150 million international direct expenditure, and 900,000 domestic attendees for the Tournament. And there will be additional benefits from the build-up matches and pre-Games training camps.

(See Appendix for the full details)

By investing in these new and expanded initiatives we can build on Football Australia's long-term partnership with the Australian Government and continue to drive diplomatic and trade outcomes internationally.

Over the past six years, Football Australia has worked with the Department of Foreign Affairs & Trade (DFAT) to deliver activity in 35 countries across five continents, working with more than 25 Australian diplomatic missions.

Football Australia was the invited sporting partner for the ASEAN-Australia Special Summit in 2018, has been a partner of multiple Australia Now campaigns, conducted work with the majority of DFAT's Foundations, Councils and Institutes, and was a foundational partner of the Pacific Sports Partnerships, Asian Sports Partnerships and PacificAus Sports Programs.

The pillar leverages the unique nature of the world game, with Australian National Teams travelling abroad 62 times in a four-year period, visiting 42 unique countries, and generating 82

engagements (through visits or matches) against Australia's top ten trading partners.

With commitments made to countries in Asia and the Pacific to make it a 'world cup for the region' and with 1.1 billion eyes watching the FIFA Women's World Cup in 2019, there will be significant global attention on Australia in the lead-up to the tournament, which can then be leveraged in the years following as part of the 'Green and Gold Runway' of major sporting events that will be hosted in Australia.

GOVERNMENT POLICY ALIGNMENT

An understanding and commitment to the 2018 Foreign Policy White Paper, Sports Diplomacy 2030 Strategy and Austrade's work on a National Brand underpins the design of initiatives in the pillar, and the broader activities in the partnership to date. Along with our commitment to help rebuild international and domestic tourism from the impact of the COVID pandemic.

BENEFITS / OUTPUTS

There are significant benefits that will be experienced across Australia and our region through this pillar. From significant potential trade outcomes, international promotion, development for women in our region, employment opportunities and all of the economic benefits that will flow from the significant boost to international and domestic tourism.

	Total over 4 years
Potential Trade Outcomes	\$272,000,000+
Physical participation Touchpoints	13,104
International Media Promoting Australia	240
Women accessing development	380
Elite Player Opportunities for Girls	368
Coaching Opportunities Created / Maintained	112
Employment Opportunities Created/Maintained	16
Estimated International visitors	60,000

TOURISM & INTERNATIONAL ENGAGEMENT INVESTMENT SUMMARY

The programs of this pillar are designed to continue through to 2026, to ensure ongoing benefits for Australia and the region from these initiatives.

GOLD

Programs	FY22/23	FY23/24	FY24/25	FY25/26	Total Cost
International Outreach Program	\$309,190	\$289,190	\$289,190	\$289,190	\$1,176,760
Women's International Leadership & Development Program	\$275,000	\$175,000	\$175,000	\$175,000	\$800,000
International Coach Education Program	\$311,250	\$311,250	\$311,250	\$311,250	\$1,245,000
Women's World Cup Business Club	\$1,110,000	\$1,110,000	\$1,110,000	\$1,110,000	\$4,440,000
Pacific Four Nations Tournament	\$324,830	\$324,830	\$324,830	\$324,830	\$1,299,320
Personnel	\$370,000	\$386,500	\$403,825	\$422,016	\$1,582,341
Total Federal Investment	\$2,700,270	\$2,596,770	\$2,614,095	\$2,632,286	\$10,543,421

SILVER

Programs	FY22/23	FY23/24	FY24/25	FY25/26	Total Cost
International Outreach Program	\$309,190	\$289,190	\$289,190	\$0	\$887,570
Women's International Leadership & Development Program	\$275,000	\$175,000	\$175,000	\$0	\$625,000
International Coach Education Program	\$0	\$0	\$0	\$0	\$0
Women's World Cup Business Club	\$1,110,000	\$1,110,000	\$1,110,000	\$0	\$3,330,000
Pacific Four Nations Tournament	\$0	\$0	\$0	\$0	\$0
Personnel	\$370,000	\$386,500	\$403,825	\$0	\$1,160,325
Total Federal Investment	\$2,064,190	\$1,960,690	\$1,978,015	\$0	\$6,002,895

BRONZE

Programs	FY22/23	FY23/24	FY24/25	FY25/26	Total Cost
International Outreach Program	\$309,190	\$289,190	\$289,190	\$0	\$887,570
Women's International Leadership & Development Program	\$275,000	\$175,000	\$175,000	\$0	\$625,000
International Coach Education Program	\$0	\$0	\$0	\$0	\$0
Women's World Cup Business Club	\$1,110,000	\$1,110,000	\$0	\$0	\$2,220,000
Pacific Four Nations Tournament	\$0	\$0	\$0	\$0	\$0
Personnel	\$165,000	\$173,250	\$181,913	\$0	\$520,163
Total Federal Investment	\$1,859,190	\$1,747,440	\$646,103	\$0	\$4,252,733

4.1 International Outreach Program

Supports Australian Government's Sports Diplomacy 2030 Strategy

- Strategic Priority -> Building linkages with our neighbours
- Strategic Priority -> Strengthen communities in the Indo-Pacific and beyond.

Supports Australian Government investment in FIFA Women's World Cup, and 2018 Foreign Policy White Paper objective of being an international actor that supports gender equality as a priority and value.

Supports undertaking made to FIFA that this would be a FIFA Women's World Cup that would engage Asia and the Pacific.

OVERVIEW

The International Outreach Program is the spine of the Tourism & International Engagement Pillar and is the by-product of identifying best practice in the sports diplomacy arena, following a six-year collaboration across 35 countries and 25+ Embassies and High Commissions between Football Australia and DFAT.

Successfully prototyped with DFAT in Asia and Oceania, the International Outreach Program sees Football Australia send a player, coach, and administrator to a nominated country to conduct a series of public diplomacy and capacity building activities over a short period of time (3-7 days).

Recognising posts will have different public diplomacy priorities in each country, and may have staffing constraints, each program is developed bespoke in partnership with the post to ensure the activities map onto local public diplomacy objectives and can be operationalised. The administrator is provisionally responsible for all ground logistics, content production and securing inclusions to the schedule, minimising the draw on post time.

Examples of activities historically delivered have included Q&As at an Embassy function, capacity building workshops for administrators and coaches, skills clinics for young girls, leadership training for grassroots NGOs, television, radio and print media interviews, and joint

appearances with counterpart country National Teams and personnel.

Diplomatic posts will receive post-edit daily media distributions for use on Head of Mission (HOM) or post channels, and Football Australia leverages its social media channels and local partnerships (e.g., corresponding Member Association) to maximise the public diplomacy outcomes for the Australian Government.

This program is similar to the work conducted by foreign governments, including the US State Department's Sporting Envoy program. Elements of the International Outreach Program have been internationally recognised at the Peace and Sport Awards.

OBJECTIVES

This program is designed to deliver the following objectives:

- Football Australia proposes to deliver one International Outreach Visit per month following program funding. Given proposed 5-yr funding window, this could be up to 60 Outreach Visits.

Example outcomes from Program delivery in India:

- 5 days in India, 3 cities (Delhi, Goa, Kolkata), 11 events delivered.
- Supported Australia – India Sports MOU, Sports Diplomacy 2030, a local DFAT Direct Aid Program partner, and the opening of the new Australian Consulate

General in Kolkata + worked to leverage ABCID/DFAT Women in News and Sport program.

- Human engagement included 230 children, the Indian U-17 Women's National Team and 30 female coaches.
- There were four media opportunities, including a 20-minute prime time segment on the main channel of India's National Television broadcaster, Doordarshan News. The estimated broadcast reach was 400 million.

Example outcomes from Program delivery in New Caledonia:

- 2 days in Noumea, 5 events delivered.
- Supported PacificAus Sports, Sports Diplomacy 2030, multiple DFAT Direct Aid Program Partners.
- Human engagement included two New Caledonian government minister meetings, and 37 participants (43% female, 24% Indigenous).
- There were nine media outputs, including two articles in national newspaper, a television clip carried on prime-time national news for two broadcasters, interviews broadcast on three radio stations and a government social media post.
- footballers can significantly improve the quality of player development.

- Develop and nurture the next generations of footballers representing Australia internationally
- Academies also enable players to have close contact with qualified coaches who can provide more immediate & detailed feedback on their development, which helps address the challenges faced in a decentralised Pararoos program that has minimal national training camps.

PROGRAM DESIGN & DELIVERY

Design

The broad structure of the Program is already designed, successfully piloted with DFAT and counterpart Member Associations. Contextual design as per below:

- Football Australia is advised by the Australian Government of the preferred location for the International Outreach Program to take place, determined by foreign policy priorities or high value opportunities in that time window (e.g., N years of diplomatic relationship anniversary, Ministerial visit, new post opening etc).
- Football Australia collaborates with Australian post in-country to design a program of activity, to take place over a mutually agreed timespan (e.g., 3 – 7 days).

- Football Australia staff manage all logistics and partnership aspects subject to post advice.
- Program design inclusions should focus on media opportunities, community engagements, capacity building, government-to-government opportunities for best outputs.
- Football partners engaged.

Delivery

- Nominated player, coach and administrator travel to the country.
- Arrival briefing with Australian post for local context overview, understanding of public diplomacy objectives.
- Activities conducted as per program plan.
- Daily social media content (e.g., photos/video) circulated to post/Canberra comms team.
- Insurance/travel logistics managed by Football Australia's corporate travel provider.
- Quantitative impacts and qualitative impacts recorded by the administrator in real-time, using media monitoring, content analysis, headcount, and other field survey techniques.

BENEFITS / OUTPUTS

There are significant benefits that will be experienced across Australia and our region through this pillar. From significant potential trade outcomes, international promotion, development for women in our region, employment opportunities and all of the economic benefits that will flow from the significant boost to international and domestic tourism.

	Per Year	Total over 4 years
Physical participation Touchpoints	3,276	13,104
International Media Promoting Australia	60	240

INVESTMENT REQUIRED

Total investment is **\$1,176,760 over four years** to support the delivery of this program.

The below annual costs are assuming that a total of 12 trips will occur per year.

Annual Costs	Cost per trip	#	Total Cost
Flights & Ground Transport	\$8,500	12	\$102,000
Accommodation & Meals	\$7,350	12	\$88,200
Miscellaneous	\$1,500	12	\$18,000
Player Payments	\$1,750	12	\$21,000
Signage Production	\$20,000	1	\$20,000
Retainer – Photographer/Videographer	\$30,000	1	\$30,000
Ad Hoc – Flights/Acomm/Meals	\$29,990	1	\$29,990
Total Program Cost			\$309,190

4.2 Women's International Leadership Development Program

Supports Australian Government's Sports Diplomacy 2030 Strategy

- Strategic Priority -> Building linkages with our neighbours
- Strategic Priority -> Strengthen communities in the Indo-Pacific and beyond

Supports Australian Government investment in FIFA Women's World Cup, and 2018 Foreign Policy White Paper objective of being an international actor that supports gender equality as a priority and value.

Supports undertaking made to FIFA that this would be a FIFA Women's World Cup that would engage Asia and the Pacific.

OVERVIEW

Football Australia's Women's International Leadership Development Program has been a long-term partnership with DFAT, through the Australia – ASEAN Council and the Multilateral Policy Branch (MIKTA), with four cohorts engaging women from 12 countries across Asia, Europe and North America.

The program has historically been run annually, taking place over a two-week period and anchored to a major football or political event – such as the Australia – ASEAN Special Summit in 2018, or various Matildas and Socceroos matches.

Participants undertake a curriculum split into three core modules:

1. Professional development
2. Personal development
3. Tourism and experientials component that develops understanding and connection with Australian culture and values.

Each participant in the program returns to their country's Member Association with a stronger connection to Australia and new skills that can be used to support football governance and administration.

Previous speakers and personalities involved in the course have included the Foreign Minister of Australia, executives from McKinsey Women, media personalities including Sports Diplomacy Advisory Council Member Stephanie Brantz and Aaron Kearney from the ABC, members of the Australia ASEAN Council Board, DFAT executives and football executives like Moya Dodd.

As of the final cohort, the program has been accredited by a university, with the University of Canberra issuing course certificates at the completion of the two weeks.

Graduates of the program have gone on to advance their careers in sports administration, including taking senior positions, but have also branched out into other areas, including politics and the public service.

The alumni network of the program remains strong, with an in-person meetup occurring in Jordan in 2019 and multiple virtual groups calls over the last two years, threading together the different cohorts.

The program is thematically similar to the Australia Awards program run by the Australian Government, and also shares similarities with sports programming run by the US State Department.

OBJECTIVES

This program is designed to deliver the following objectives:

- Each program would have 10 participants, travelling to Australia for a 10-day period.
- The proposal would be to run two of these a year, for a five-year total – this would see 100 female football administrators through the program.
- The first year would see a co-delivery with ABC International Development’s WINS Program, also a partnership with DFAT, to facilitate international female journalists coming to cover the FIFA Women’s World Cup 2023™.

PROGRAM DELIVERY

The broad structure of the Program is already designed as per the overview, successfully conducted over a number of years with DFAT and counterpart Member Associations.

Format

- Program delivered by Football Australia’s International Partnerships department, who manages end to end logistics and the experiences for the participants while in-country.

- Australian Government to nominate countries that send participants (determined by foreign policy priorities or high value opportunities in that time window (e.g. N years of diplomatic relationship anniversary, Ministerial visit, new post opening, Sports MOUs etc).
- Program generally anchored to a football or diplomatic event, to improve leverage or development outcomes.
- Post can be engaged for pre or post trip social media or HOM activity with the travelling participant(s).
- Football Australia will engage with counterpart Member Association to identify a suitable candidate using a series of criteria (as below but refined depending on ideal level).
- A female football administrator, working on the administration side of the Member Association (as opposed to a coach).
- Be currently employed by the Member Association on a full-time basis at middle management level.
- Possess at least 12 months’ experience in football administration.
- Be fluent in both written and spoken English.
- Currently hold a passport and be eligible for travel to Australia.
- Participants undertake a baseline survey to understand needs from the course, and appropriate level for the content.
- Content is designed consistent with the three core modules, and the university partner supports with design.
- Participants travel out to Australia for 10 days and visit several Australian cities and undergo the content modules.
- A visit to Canberra, engaging DFAT and the Embassies/High Commissions of each of the respective participants, is a fixture of the program.
- At the conclusion of the program, participants are issued with a certificate and a survey to understand program impact and areas of improvement.
- Timings for the Women’s International Leadership Program will align with Women’s Leadership Development Program in the Leadership & Development Pillar, to realise synergies from having both an international cohort and domestic cohort of female football administrators in the one space. This will facilitate network and knowledge transfer.

Core Modules

Professional Development

- This module will contain the same material as Football Australia's Executive Leadership Program and contain the following focus areas: Sports Governance, Strategic Planning, International and Government Relations, Media and Communications, Finance and Accounting.
- Includes sessions to support development as a football administrator or executive, by sharing Australian approaches and methods.

It is intended to focus on collaboration and exchange as well, with participants sharing their own country specific approaches.

Personal Development

Sessions that draw from the Australian Government's Women in Leadership Workshop framework, including Leading Self, Leading Others, Leading Culture and Leading Vision.

Tourism and Experientials

- This module focuses on connecting participants with an understanding of Australian culture and values, as well as an appreciation of some of Australia's different tourist attractions.
- The workshop generally involves three to four Australian cities – Sydney, Canberra and then a mix of Brisbane / Melbourne / Newcastle depending on match fixtures.
- Tourist experientials include visits to the National Art Gallery, a walking tour of Melbourne's laneways and a ferry ride on Sydney Harbour.

BENEFITS / OUTPUTS

Output	Per Year	Total over 4 years
Women accessing development	20	80

INVESTMENT REQUIRED

Total investment is **\$800,000 over four years** to support the delivery of this program. The fixed cost consists of \$100,000 for program design and evaluation in the first year.

	FY22/23	FY23/24	FY24/25	FY25/26	Total Cost
Total Fixed Cost	\$100,000	\$0	\$0	\$0	\$100,000
Total Variable Cost	\$175,000	\$175,000	\$175,000	\$175,000	\$700,000
Total Federal Investment	\$275,000	\$175,000	\$175,000	\$175,000	\$800,000

Below is a breakdown of the variable costs associated with running a total of 2 programs will occur per year.

Annual Costs	Cost per trip	#	Total Cost
Flights & Ground Transport	\$35,000	2	\$70,000
Accommodation & Meals	\$29,500	2	\$59,000
Experiences (Speakers + University Partners + Tourism)	\$23,000	2	\$46,000
Total Program Cost			\$175,000

4.3 International Coach Education Program

Supports Australian Government's Sports Diplomacy 2030 Strategy

- Strategic Priority -> Building linkages with our neighbours
- Strategic Priority -> Strengthen communities in the Indo-Pacific and beyond

Supports 2018 Foreign Policy White Paper objective of being an international actor that supports gender equality as a priority and value.

Supports undertaking made to FIFA that this would be a FIFA Women's World Cup that would engage Asia and the Pacific.

Supports the PacificAus Sports program objective of building high performance sporting teams in the Pacific.

OVERVIEW

Football Australia will conduct a coach education program out of the Australian Institute of Sport, that will see coaches from counterpart countries travel to Australia for formal accredited training and certification.

Coaches are the foundation of any high-performance environment, and for some countries in Asia and the Pacific, there is a difficulty accessing high quality structured and licensed coach education that is needed to help people improve in their role.

The nature of coach education courses is that they are also collaborative, and experience driven, with participants sharing differing perspectives on how to develop players and manage certain game situations. This will help with fostering strong collegiate environments and bonds that will persist after the program concludes.

By identifying high profile and high potential male and female coaches, there is a valuable opportunity for Australia to be credited with being part of the coach's journey to the highest echelons of world football and unlock opportunities for collaboration in the future.

This program is modelled on a program currently run by the Japanese Ministry of Foreign Affairs and the Japan Football Association, but also draws on elements of the Australia Awards program (noting that this focus

is on providing a coaching credential not an academic one).

OBJECTIVES

This program is designed to deliver the following objectives:

- 3 programs delivered a year for 5 years – 25 participants on each coaching course.
- Total of 375 coaches accredited through involvement in the program.

PROGRAM DELIVERY

Format

- Countries to take part in the program are nominated by the Australian Government – e.g. a focus on Indo-Pacific countries.
- Football Australia will work with counterpart Member Associations to identify appropriate coaches who will benefit from the course.
- Post can be engaged for pre or post trip social media or HOM activity with the travelling participant(s).
- Coaches will travel to Australia, undertake a 15-day accredited football coaching license at the Australian Institute of Sport under the guidance of Australian instructors. License will be pitched at A or B level.

- Post can be engaged for pre or post trip social media or HOM activity with the travelling participant(s).
- Coaches will be engaged for public diplomacy activities while on the course, including embassy visits and interviews with Football Australia's in-house media team.
- Timings for the International Coach Education Program will align with the Football Australia Coach Development Program in the Leadership & Development Pillar, to realise synergies from having both an international cohort and domestic cohort of coaches together in the one space. This will facilitate network and knowledge transfer.



BENEFITS / OUTPUTS

Output	Per Year	Total over 4 years
Women accessing development	75	300

INVESTMENT REQUIRED

Total investment is **\$1,245,000 over four years** to support the delivery of this program. It is assumed that a total of 3 programs will be delivered each year.

	FY22/23	FY23/24	FY24/25	FY25/26	Total Cost
Total Variable Cost	\$311,250	\$311,250	\$311,250	\$311,250	\$1,245,000
Total Federal Investment	\$311,250	\$311,250	\$311,250	\$311,250	\$1,245,000

The variable costs are based on no. of programs delivered. Breakdown assumes that each face-to-face program will have 25 coaches, 1 instructor and 2 assistant instructors.

Individual Program	Cost per program	#	Total Cost
Participant Airfares	\$2,000	25	\$50,000
Instructor Airfares	\$500	1	\$500
Course Accommodation & Meals	\$1,650	28	\$46,200
Airport Accommodation (Participant)	\$250	25	\$6,250
License Assistant Instructors	\$400	2	\$800
Total Program Cost			\$103,750

4.4 Women's World Cup Business Club

Supports Australian Government's Sports Diplomacy 2030 Strategy

- Strategic Priority -> Maximise Trade, Tourism and Investment Opportunities

Supports Austrade's Strategy 2018 – 2022

- Strengthening client service deliver
- Partnering for success
- Promoting Australia and its capability internationally

OVERVIEW

The FIFA Women's World Cup 2023 provides an opportunity to utilise the tournament and football, in support of Australian business. The Football Australia Women's World Cup Business Club will support inbound foreign direct investment and trade deals and support Australian market entry in new locations.

The business club concept is a tried and tested model, with the model used successfully at the Sydney 2000 Olympic Games, 2003 Rugby World Cup and the Gold Coast 2018 Commonwealth Games - supported by government initiatives like Austrade's Match Australia. The model was also extremely successful at the London 2012 Olympic Games and the 2019 Rugby World Cup in Japan.

Football is an ideal partner for a program like this, given a longstanding history of conducting events in Australia and overseas, anchored to content that can be used to support trade and business deals and also because the game is genuinely universal.

Figures in football are often captains of industry, and a number of large companies (particularly within Asia) maintain interests in football (through direct ownership or sponsorship investment), including SoftBank, Alibaba, Tencent, Tata Group, Reliance, China Construction Bank, CITIC Securities, Samsung, Hyundai, Ping An Insurance, Industrial and Commercial Bank of China, Guangzhou Evergrande Property Group, Huawei, Polus,

Shanghai International Port Authority, Suning Appliance Group, Mitsubishi, Yatai Group and Gazprom.

OBJECTIVES / BENEFITS

This program is designed to deliver the following objectives:

- 14 events per year – composed as 4 Matchday events, 4 VIP Fireside Chats, 4 Digital Viewing Events, and 2 Gala Dinners.
- Embassy events activated on a post-by-post basis, depending on capacity and interest to leverage.
- Estimated ~\$272 million in total trade outcomes, according to analysis conducted by MI Associates.

PROGRAM DELIVERY

Collaboration between government and national sporting organisations around marquee international sporting tournaments or events has been a longstanding policy option, and this would draw from best practice in that space.

The intention is that the six elements that can be delivered as part of the business club address different parts of the business funnel – e.g., the VIP Fireside Chat for high value business prospects and clients that are almost closed, whereas an Embassy Event or Digital Viewing Event can be used for early-stage prospects.

Intention is that companies could use these events, and the universal love of football, to extend invitations to prospect companies as a value add.

Delivery Format

Programs would be run by Football Australia corporate and event management staff, alongside relevant government agencies (e.g., Austrade, DFAT, state trade and investment bodies).

The program delivery is focused in six areas, designed to maximise opportunities for Australian agencies and Australian business.

DEPARTURE EVENT

- Say farewell to a departing Australian National Football Team ahead of a major tournament. Works best in Australia, but deliverable wherever the team has players or staff based.
- Get thoughts from the coaching staff and players about how they prepare and what they're looking forward to, combined with some contextual questions about life in the country of the event.

DIGITAL VIEWING EVENT

- Life in COVID-19, or a way of reaching Austrade leads at scale, work with Football Australia to produce a live Q&A delivered virtually with a link provided for people to dial in.
- Shape a conversation around a specific industry, and have people submit questions that can be answered on stream.
- This 'In Conversation' series is another that has been produced in the past with DFAT.

EMBASSY EVENT

- Utilise an Australian National Football Team in-country as a hook for a business networking function, hosted at an Australian Embassy, High Commission or Consulate.
- Draw on Football Australia's deep institutional experience working with DFAT on these types of events, and institutional links with in-country partners – allowing us to source counterpart players from the host country to be involved in the event

CORPORATE FUNCTION /MATCHDAY HOSPITALITY

- Traditional entertainment in a post-COVID-19 world with a three course matchday function and best seats in the house at the stadium.
- With a keynote speaker (can be football, or theme it around a desired industry), provide tickets to potential Austrade leads.
- This can also be delivered as a corporate function like a gala dinner, at a function space – potentially in the lead up to a match.

LANDING PAD EVENT

- Host a viewing of the match at an Australian Landing Pad, Trade Office or a known Australian company's office in a key market (e.g. Atlassian in San Francisco).
- Bring together Australians abroad and give them an opportunity to invite their business leads.
- The catered event includes an industry keynote and then a dial in from a football person of interest, to add to the 'money-can't-buy' experience.

FIRESIDE FOR VIPS

- For the premier companies in Austrade's funnel, invite them to an intimate sit down with members of Australia's National Football Teams.
- Hosted in an exclusive venue (think 12 – 20 pax rooms at a restaurant or function space) over a meal, get the opportunity to have a discussion with athletes and coaches who have travelled the world to play football.
- Whether it's corporate, or a way of supporting lighter business development with families involved, this is an exclusive money can't buy.

INVESTMENT REQUIRED

Total investment is **\$4,440,000 over four years** to support the delivery of this program.

Annual Costs	Cost per trip	#	Total Cost
Project Manager	\$120,000	1	\$120,000
Event Delivery Staff Support	\$100,000	1	\$100,000
Landing Pad Events	\$40,000	4	\$160,000
Corporate Hospitality Event – Matchday	\$60,000	4	\$240,000
Corporate Hospitality Event – Gala	\$175,000	2	\$350,000
VIP Fireside Chat	\$20,000	4	\$80,000
Departure Event	\$30,000	2	\$60,000
Total Program Cost			\$1,110,000

4.5 Pacific Four Nations Tournament

Supports Australian Government's Sports Diplomacy 2030 Strategy

- Strategic Priority -> Building linkages with our neighbours
- Strategic Priority -> Strengthen communities in the Indo-Pacific and beyond

Supporting DFAT's PacificAus Sports Program and the Pacific Step-up

- Aligns with Foreign Policy White Paper 2018's top priority and core value of gender equality. Promoting Australia and its capability internationally
- Supports undertaking made to FIFA that this would be a FIFA Women's World Cup that would engage Asia and the Pacific.

OVERVIEW

The Pacific Four Nations Tournament was designed in response to the Australian Government's Pacific Step-up program, and specifically, the PacificAus Sports component, which has a focus on Pacific athletes participating in Australian competitions and Australian high-performance facilities.

The Pacific Four Nations Tournament contributes to addressing one of the fundamental cornerstones of developing as a football nation – routine matches against high quality and diverse opposition.

Three Pacific Women's National Football Teams would travel to Australia for a 13-day period to play matches against each other, and a counterpart Australian Women's National Football Team, based out of the Australian Institute of Sport.

Public diplomacy elements, including a final and third place playoff at a stadium in a capital city, would be included to support connections between Pacific communities and the Australian public.

OBJECTIVES

The Program is designed to deliver the following objectives:

- Run annually, the program would deliver five (5) Four Nations Tournaments over the funding period.
- Approximately 460 elite player opportunities for women & girls from the Pacific, and 140 coaching opportunities would be created/maintained for Australians.

PROGRAM DELIVERY

- The Pacific Four Nations Tournament will be managed by Football Australia's international relations department, jointly with the High-Performance department.
- Three (3) Pacific Women's National Football Teams travel to Australia annually to play a four nations tournament.
- The tournament period would be 13 days, with matches on day 6, 9 and 12.
- For Pacific MAs, the only chance to play matches outside of OFC competitions in lead up to FWWC2023.
- Teams would spend nights in a training camp at the AIS, working with their National Team staff and HP staff from Football Australia while also participating in matches.
- Pacific National Football Team players to attend sessions run by Football Australia Athlete Wellbeing & Engagement, Sports Psychologists, Nutritionists etc
- Likely format will be 3 Pacific Teams and an Australian Women's National Football Team (e.g. Young Matildas and Junior Matildas), but teams like Singapore could be invited at their own cost to play more matches.
- The final and 3rd place playoff would be a double header at Leichhardt Oval or an analogously sized stadium elsewhere in Australia.
- Public diplomacy activities would be incorporated into the program of activity (e.g. dinner at Parliament House, High Commission visits, visit to the National Portrait Gallery / Questacon, team walk in Sydney Harbour).

BENEFITS / OUTPUTS

	Per Year	Total over 4 years
Elite Player Opportunities for Girls	92	368
Coaching Opportunities Created / Maintained	28	112

INVESTMENT REQUIRED

Total investment is **\$1,299,320 over four years** to support the delivery of this program. It is assumed that one tournament a year will occur.

Annual Costs	Cost per trip	#	Total Cost
Australian Team Assembly Costs	\$46,510	1	\$46,510
Pacific Team Assembly Costs	\$37,200	3	\$111,600
Publicity - Australia Facing + Pacific Facing	\$44,800	1	\$44,800
Australian Institute of Sport Costs	\$24,360	2	\$48,720
Experiential Costs	\$2,600	2	\$5,200
Capital City Accommodation	\$17,000	4	\$68,000
Total Program Cost			\$324,830

4.6 Personnel

OVERVIEW

The costs of personnel to deliver the programs in the Tourism & International Engagement pillar is key to its success. There are two position streams that would need to be filled –

- Coordinators – manage the administrative matters associated with each of the programs, including connecting Football Australia activity to Australian posts so they can be leveraged for diplomatic outcomes. They would also support capacity building of administrations in counterpart Member Associations.
- Coach Educators – focused on the delivery of coaching and community football aspects of the various programs and could be seconded to work with Pacific National Football Teams at tournaments.

There is also a small retainer to engage a communications consultant with on-ground expertise in the Pacific, to support messaging in a key diplomatic territory.

OUTPUTS / BENEFITS

This program will deliver cumulative 20 roles employed over the five years of funding.

	Per Year	Total over 4 years
Employment Opportunities Created/Maintained	4	16

INVESTMENT REQUIRED

Total investment is **\$1,582,341 over four years** to support the delivery of all Tourism & International Engagement Programs. A market rate percentage increase has been placed on each salary in additional years.

Cost Items – Year 1	Cost	#	Total Cost
Coordinator	\$65,000	2	\$130,000
Coach Educator	\$100,000	2	\$200,000
Pacific Focused Cross – Cultural Retainer	\$40,000	1	\$40,000
Total Cost			\$370,000



COMMUNITY FACILITIES

Improving football grounds to ensure equitable female facilities and meet surging community demand. Create settings where the football community can come together.



5. COMMUNITY FACILITIES

Pillar overview

The provision of community sporting facilities to support the initiatives contained within the Legacy'23 Plan is of fundamental importance to the success of this project, and the ability of Football Australia to deliver the enduring outcomes for all Australians from the co-hosting of the FIFA Women's World Cup 2023™.

As it stands, with almost two million existing participants and approximately 2,400 clubs across Australia, there is a demonstrated lack of appropriate football facilities to meet the current demand in the game. With significant growth in participation already being experienced and considering the forecasted additional 400,000+ women and girls who will be playing the game in 2027 off the back of co-hosting the Women's World Cup in 2023 and the Legacy '23 initiatives and striving for gender parity in participation - it is obvious that significant investment in community football facilities is required.

This is a view shared by the Government. Under the strategic priority of Building a more active Australia, the *Sport 2030 Plan* calls for '...the coordinated investment in sport and recreation facilities to achieve sustainable outcomes for communities, with a focus on universal design to ensure sport is accessible to all Australians.' To support the Government's strategic goal as set out in its *Sport 2030 Plan*, and provide an alternate solution to ensure the programs contained with Legacy'23 are able to be delivered, Football Australia proposes a partnership with the Australian Government to establish a National Home of Football to support community activities and development.

A new National Home of Football at Sydney Olympic Park will also sustain community participation, deliver high-performance outcomes, education, and training programs, and support international development in the Asia-Pacific region. The economic benefits from this community home of football are clear and this can be built in time for the FIFA Women's World Cup 2023™ with contributions from the Commonwealth and NSW Government.

COMMUNITY FACILITIES INVESTMENT SUMMARY

The Community Facilities pillar aims to build and improve grassroots football infrastructure and facilities to meet demand; provide appropriate places to play to improve the overall football experience of participants; and create settings where the community can come together and take part in programs and initiatives designed to ensure a lasting legacy from the co-hosting of the FIFA Women's World Cup 2023™.

Community Facilities	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
National Home of Football*	\$15,000,000	\$15,000,000	n/a	n/a	n/a	\$30,000,000
Total Federal Investment	\$15,000,000	\$15,000,000	\$0	\$0	\$0	\$30,000,000

* Matching investment of \$30 million being sought from the NSW Government for this significant legacy for the game nationally.

5.1 National Home of Football

OVERVIEW

With the co-hosting of the FIFA Women's World Cup now less than two years away, Football Australia proposes a partnership with the Australian Government and NSW Government to build an inclusive, world-class facility delivering participation, professional development and women's leadership programs, for all ages and abilities.

The National Home of Football would be a Centre of Excellence for Australia's national teams, including the Matildas and age-group national teams, and would be the main base from which a wide range of *Legacy'23* programs would be run.

Since its inception in 2004, Football Australia has been based in generic office space on the fringes of the Sydney CBD and remains the only major national sporting organisation without an appropriate headquarters for its administration and a home for the development of the sport and its national teams.

The National Home of Football will comprise administration offices for a new headquarters for Football Australia to house 150 staff; a high-performance centre including national teams' unit staff and player facilities; sports science areas to support high performance; and community training facilities and fields.

A key element of the venue would be the connection to the football community, where young girls and boys can come to play and be inspired by watching their footballing heroes train on adjacent fields.



Fig. 1 Render of the proposed development within the Sydney Olympic Park site

A site has been identified for the National Home of Football at Sydney Olympic Park, in Sydney's west, and discussions are ongoing with the NSW Government and Sydney Olympic Park Authority regarding the acquisition of the site and a funding contribution to support this project, creating a partnership with the Federal Government.

This venue could be opened in time for the FIFA Women's World Cup in 2023™ and utilised to support subsidiary events around the Tournament if the initial funding can be confirmed in this budget.

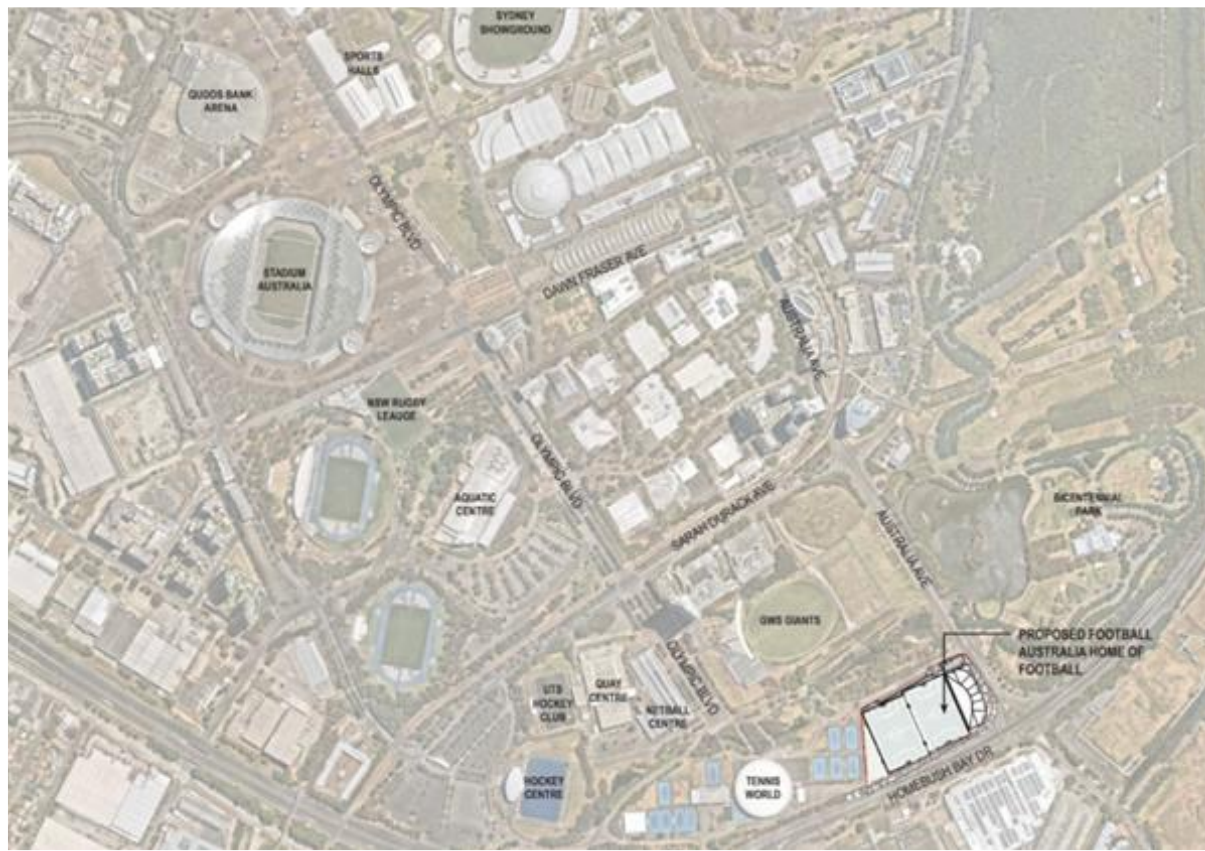


Fig. 2 Render of the proposed two-storey National Home of Football main building

Fig. 3 Map of the Sydney Olympic Park precinct showing proposed location of the National Home of Football

OBJECTIVES

The National Home of Football will deliver the following objectives:

- A world-class centre for football that will be a long-term home to support the women's and men's game and a lasting legacy from the Government's investment in bring the FIFA Women's World Cup 2023™ to Australia.
- A Centre of Excellence for Australia's national teams, including the Matildas and Socceroos, together with age-group national teams, the Pararoos and the Futsalroos.
- A venue where *Legacy'23* programs can run for many years, including MiniRoos for 4-11 year-old girls; CALD football for women and leadership programs, fast-tracking Football Australia's Gender Equality Action Plan.
- A major training, competition and gala day/festival venue for the grassroots football community, attracting visitors and participants from across the country and region.
- A home for the Future Matildas program that will be expanded and housed in the new facility, with development programs for players, coaches, referees, and administrators at all levels of the game.
- A venue for the whole local football community, where social programs and schools' programs can be run, as well as being used by affiliated grassroots and semi-elite clubs.
- A home for the International Centre for Women's Football, providing training and competition opportunities for Asia-Pacific national women's teams, together with leadership and mentoring forums.
- An appropriate administrative home for Football Australia with purpose-built offices for the national governing body and a staff of 150, creating a strong identity for the game.

A feasibility statement and funding justification for the Home of Football is included in the Appendix.



LEADERSHIP & DEVELOPMENT

Supporting women and girls through tailored educational programs to ensure greater female representation in key roles to shape the future of Australian sport.



6. LEADERSHIP & DEVELOPMENT

Pillar overview

The *Legacy '23* Leadership and Development pillar has been designed to align with outcomes outlined in the Government's Women's Budget Statement 2021-22. The statement says:

For Australia to succeed, Australian women need the freedom and opportunities to make genuine choices about their career and their future and be free from violence and the threat of violence.

The 2021-22 Women's Budget Statement outlines the Government's continued support for, and commitment to, women's safety, women's economic security, and women's health and wellbeing. The Government remains focused on ensuring Australia is a place where women can make the choices that are right for them. This includes an Australia:

- *free from violence against women and children*
- *where women's workforce capabilities continue to grow, and gender pay gaps continue to narrow*

- *that supports women's leadership aspirations through credibility, awareness, influence, and value*
- *where families have greater choice and flexibility to manage work and care*
- *that is inclusive of women with diverse lived experiences, including Aboriginal and Torres Strait Islander women, women with disability, women living in regional and remote Australia, culturally and linguistically diverse women, and those in the LGBTIQ+ community¹⁶.*

100 years of women's football in Australia

Australia has a long history of women playing the game of football. On 24 September 2021, it was 100 years since the first official women's football match took at the 'Gabba in Queensland. This moment presents the game with an opportunity to reflect on the progress we have made to date and identify areas for growth in the future. Although this was a day of celebration for football, there is still plenty of progress to be made with regards to women's representation and contribution to the

management and future development of the game.

Women are still widely underrepresented in key leadership and decision-making positions in football, including on Boards, Committees, and roles at an executive level. On average, there are significantly less women taking up coaching and officiating, and there is a strong need to have the views and voices of women represented in media to ensure that women are visible and that their views and contributions are heard.

Football is the largest club-based sport in Australia with the potential to positively influence large parts of the broader community through hosting the FIFA Women's World Cup in 2023TM. The Leadership and Development pillar aims to increase the number of women in visible leadership positions, profiling these women as vital role models to bring about cultural change and greater respect for women across the football ecosystem.

¹⁶ Data source: https://budget.gov.au/2021-22/content/womens-statement/download/womens_budget_statement_2021-22.pdf

Leadership and Development Programs Summary

The Leadership and Development pillar proposes several targeted programs and initiatives, designed to deliver on the Government’s commitment to women’s safety, women’s economic security, and women’s health and wellbeing. This pillar aims to build capacity in women’s leadership and foster a deeper and broader culture that welcomes more women and girls into football participation through the following programs:

- Women in Leadership Programs
 - Board & Executive Leadership Program
 - Coach Development Program
 - Referee Development Program
 - Media & Communications Program

BENEFITS / OUTPUTS

- Scholarship Program
- Football Leadership – Gender Equality Education Program
- Women's Football Digital Platform.

	Total over 5 years
Women accessing development	2,480
Football leaders accessing gender equality education development	1,000
Employment Opportunities Created/Maintained (full-time & part-time)	211
Digital content pieces to showcase women's football for marketing and media purposes	100,000 +

LEADERSHIP & DEVELOPMENT INVESTMENT SUMMARY

The Leadership & Development pillar will ensure that the push for gender parity in football in Australia is not limited to players. It is critical for the future of the sport that there is improvement in women's participation and leadership in every facet of the game, which will in turn benefit Australia's entire sports industry. These programs and the women's football digital platform will support the participation player gender parity target for 2027.

GOLD

Programs	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
Women in Leadership Programs						
Board & Executive Leadership Program	\$418,000	\$218,000	\$218,000	\$218,000	\$218,000	\$1,290,000
Coach Development Program	\$310,000	\$260,000	\$260,000	\$260,000	\$260,000	\$1,350,000
Officials Development Program	\$310,000	\$260,000	\$260,000	\$260,000	\$260,000	\$1,350,000
Media & Communications Program	\$172,000	\$122,000	\$122,000	\$0	\$0	\$416,000
Scholarship Program	\$370,000	\$370,000	\$370,000	\$370,000	\$370,000	\$1,850,000
Football Leadership – Gender Equity Education Program	\$236,000	\$66,000	\$66,000	\$66,000	\$66,000	\$500,000
Women's Football Digital Platform	\$903,000	\$903,000	\$903,000	\$903,000	\$903,000	\$4,515,000
Total Federal Investment	\$2,719,000	\$2,199,000	\$2,199,000	\$2,077,000	\$2,077,000	\$11,271,000

SILVER

Programs	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
Women in Leadership Programs						
Board & Executive Leadership Program	\$418,000	\$218,000	\$218,000	\$0	\$0	\$854,000
Coach Development Program	\$310,000	\$260,000	\$260,000	\$0	\$0	\$830,000

Officials Development Program	\$310,000	\$260,000	\$260,000	\$0	\$0	\$830,000
Media & Communications Program	\$172,000	\$122,000	\$122,000	\$0	\$0	\$416,000
Scholarship Program	\$370,000	\$370,000	\$370,000	\$0	\$0	\$1,110,000
Football Leadership – Gender Equity Education Program	\$236,000	\$66,000	\$66,000	\$0	\$0	\$368,000
Women's Football Digital Platform	\$903,000	\$903,000	\$903,000	\$0	\$0	\$2,709,000
Total Federal Investment	\$2,719,000	\$2,199,000	\$2,199,000	\$0	\$0	\$7,117,000

BRONZE

Programs	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
Women in Leadership Programs						
Board & Executive Leadership Program	\$418,000	\$218,000	\$218,000	\$0	\$0	\$854,000
Coach Development Program	\$310,000	\$260,000	\$260,000	\$0	\$0	\$830,000
Officials Development Program	\$310,000	\$260,000	\$260,000	\$0	\$0	\$830,000
Media & Communications Program	\$172,000	\$122,000	\$122,000	\$0	\$0	\$416,000
Scholarship Program				\$0	\$0	\$0
Football Leadership – Gender Equity Education Program	\$236,000	\$66,000	\$66,000	\$0	\$0	\$368,000
Women's Football Digital Platform	\$350,000	\$350,000	\$350,000	\$0	\$0	\$1,050,000
Total Federal Investment	\$1,796,000	\$1,276,000	\$1,276,000	\$0	\$0	\$4,348,000

6.1 Women in Leadership Programs

Supporting women to reach their leadership potential by enhancing knowledge, skills and providing support networks at critical points in their careers.



OVERVIEW

Football Australia will introduce a Women in Leadership Program to support and further develop women working within football in all areas of the game. Given the bid commitment to leverage the FIFA Women's World Cup 2023 and deliver a Legacy for women and girls in the game, it is critical that Australian women are represented in leadership roles across the game. And play an integral role in leading the design, delivery and ongoing development and growth of football.

The program aims to accelerate more women into leadership positions by providing specific development opportunities, and by building a supportive network for an increased pipeline of talent.

The Women in Leadership Program comprises four sub-programs. Each program targets a different cohort of female leaders. All programs will be delivered with core components and tailored content. The four programs are:

1. Board & Executive Leadership Program
2. Coach Development Program
3. Officials Development Program
4. Media and Communications Program

OBJECTIVES

This program is designed to achieve the following objectives:

- More women with diverse lived experiences, including Aboriginal and Torres Strait Islander women, women with disability, women living in regional and remote Australia, culturally and linguistically diverse women, and those in the LGBTIQ+ community taking up leadership positions in football.
- Build skills in the business of sport, professional networking, and leadership.
- Provide football's emerging leaders with the opportunity to reach their true leadership potential, providing them with the necessary tools for practical application in their chosen area of expertise; administration, coaching, officiating or media and communications.
- Through peer-to-peer collaboration with like-minded emerging leaders, participants will together foster the exchange of support, advice, and knowledge to ensure football retains and promotes talented women from within the game.
- Create a directory board of emerging female leaders for football organisations,

to target for future roles linked to the FIFA Women's World Cup 2023™.

- Upskill and empower match officials, assessors, and instructors.
- Upskill and empower coaches at a high-performance and community level.
- As part of Australia's hosting of the FIFA Women's World Cup 2023™, Football Australia has made a commitment to achieve a 50/50 participation target in 2027, by increasing the number of women in decision making positions, we will move closer to achieving this target.

CORE COMPONENTS

All four programs will be delivered with the following core components.

Facilitator – Peer to Peer Training

The Program will adopt a 'peer to peer training model' to ensure that knowledge is shared amongst the football network and the program is sustainable beyond the funding provided by the government. A leadership expert will be engaged initially to design and develop the program curriculum. They will also deliver a

three-day facilitator online workshop to upskill football's talented leaders to facilitate the program ongoing each year. Facilitators will be experienced leaders in their chosen field.

Format

This program will be delivered both virtually and in person. Face to face is the preferred format given the importance placed on networking and relationship elements of the program. Online delivery will be used during periods where travel restrictions apply such as COVID-19 and/or ensure participants from remote and regional communities are welcomed.

A mixture of both in person and virtual workshops will be conducted across the country over the duration of the year and will be facilitated by football's top leaders.

Face to Face: A three-day in person workshop will be conducted in a single location. A total of 20 participants will attend each workshop.

Online: An interactive online workshop will be delivered over three weeks, one day per week. A total of 10 participants will attend each workshop.



Framework

LEADERSHIP MODULES

- The program will adopt the Australian Government’s Women in Leadership Workshop framework- Leading Self, Leading Others, Leading Culture and Leading Vision¹⁷.
- The Leadership module will be delivered by an expert consultant who has the experience and understanding for the contextual dynamics and boundaries surrounding gender and culture in the context of leadership.

SPONSORSHIP MODEL

- Utilising the Champions of Change sponsorship model, the aim is to foster a network of informal sponsor arrangements between participants on the program at varying levels of experience to increase support from across industry
- This informal/formal process of sponsorship will be driven by the National General Manager – Capability and Development and will provide experience and institutional support for these women who may be acting in a mentor capacity for the first time
- A case study on the existing sponsorship program can be found [here](#)

Partnerships and evaluation

Football Australia will look to partner with universities and/or organisations to support the delivery and evaluation of this program.

¹⁷ Data Source: SportAUS https://www.sportaus.gov.au/grants_and_funding/women_leaders_in_sport

6.1.1 BOARD AND EXECUTIVE LEADERSHIP PROGRAM

OVERVIEW

This program is aimed at enhancing the leadership skills of women to increase the number of women taking up positions on Boards/Committees and Executive/Administrative roles in football.

- Women currently working in Football administrations (18+); Football Australia, Member/State Federations, Associations, Zones and Community Clubs.
- A percentage of places on each of the programs will be reserved for women with diverse lived experiences, including Aboriginal and Torres Strait Islander women, women with disability, women living in regional and remote Australia, culturally and linguistically diverse women, and those in the LGBTIQ+ community.

Specific content for Boards and Committees

- The proposed modules will be focused on Sports Governance, Strategic Planning, International and Government Relations, Media and Communications, Finance and Accounting.
- Subject/content experts will be sourced from within football, the broader sports industry, existing commercial partners, and supporters of the game to achieve a diverse range of perspectives on the various modules for the participants.

Specific content for Executives

- The proposed modules will be focused on Sports Governance, Strategic Planning and Media and Communications, Negotiation, Building Resilience and Strengthening Workplace Culture.
- Subject/content experts will be sourced from within football, the broader sports industry, existing commercial partners,

and supporters of the game to achieve a diverse range of perspectives on the various modules for the participants.

BENEFITS / OUTPUTS

The following numbers are based on the delivery of at least 10 programs per year. It is likely that these numbers will be much higher given the opportunity to run more online programs at less cost.

Output	Per Year	Total over 5 years
Women accessing development	200	1,000
Employment opportunities created/maintained	2	10

INVESTMENT REQUIRED

Total investment is **\$1,290,000 over five years** to support the design and delivery of this program.

Federal funding will cover fixed costs and one national program per year. State Government investment will cover the additional nine workshops per year to be held across Australia.

Cost per participant assumes that both state and federal funding is received and at least 10 face to face programs are delivered per year. It is likely that online delivery will reduce this cost. This number is calculated by dividing total cost by total number of participants.

	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
Total Fixed Cost	\$380,000	\$180,000	\$180,000	\$180,000	\$180,000	\$1,100,000
Total Variable Cost	\$38,000	\$38,000	\$38,000	\$38,000	\$38,000	\$190,000
Total Federal Investment	\$418,000	\$218,000	\$218,000	\$218,000	\$218,000	\$1,290,000

The cost to program budget per participant will be **\$2,687**.

Fixed costs

The design of the program is a one-off cost in the first year and will include an evaluation framework to track outcomes used for reporting. Staffing includes two FTE that will manage, develop, and support the delivery of all Leadership & Development programs.

Total fixed cost over five years is **\$1,100,000**.

Variable costs

The variable costs are based on the number of programs delivered. Breakdown assumes that each face-to-face program will have 20 participants and online programs will have 10 participants.

Individual Program (Face to Face Delivery)	Cost per participant	#	Total Cost
Transportation	\$400	20	\$8,000
Accommodation & Meals	\$700	20	\$14,000
Venue Hire	\$4,000	1	\$4,000
Speakers & Experiences	\$12,000	1	\$12,000
Total Program Cost			\$38,000

Individual Program (Online Delivery)	Cost per participant	#	Total Cost
Speakers and Experiences	\$1,200	10	\$12,000
Total Program Cost			\$12,000

6.1.2 COACH DEVELOPMENT PROGRAM

OVERVIEW

This program is designed to build capacity and capability of the coaching workforce. It will focus on female coaches in football and how they will be supported, engaged, developed, and retained across the football ecosystem.

The proportion of high-performance female coaches in Australian football with advanced course accreditation is 7.35%, and community course accreditation is 17.75%¹⁸. The proportion is growing slowly, however it remains low and needs a new program to make the progress that is needed.

More broadly, the Australian sporting system has long been criticised for its lack of female representation in coaching. It is vital we have a focus on recruitment by bringing new women into coaching at the grassroots and supporting their growth throughout the ecosystem. Participants in this program will include both those currently coaching as well as women looking to become a coach, such as players looking to transition into coaching.

Football Australia recently launched the first program, further detail [here](#).

Participants

- Women currently coaching or looking to coach in Football (18+); Football Australia, Member/State Federations, Associations, Zones and Community Clubs
- Current female football players who are looking to transition into coaching
- Teachers who are involved in Football Australia's Schools Program
- A percentage of places on each of the programs will be reserved for women with diverse lived experiences, including Aboriginal and Torres Strait Islander women, women with disability, women living in regional and remote Australia, culturally and linguistically diverse women, and those in the LGBTIQ+ community.

High performance coaching specific content

- The proposed modules will be focused on; effective communication,

performance analysis, working in a multi-disciplinary team, managing staff, managing media and fans, tactical technical, scouting reports, creating a winning and safe culture, and delivering feedback based on the needs of individuals

- Subject/content experts will be sourced from within football, the broader sports industry, existing commercial partners, and supporters of the game to achieve a diverse range of perspectives on the various modules for the participants.

Community coaching specific content

- The emphasis is on natural development for example, learning to play football, organising fun football exercises and youth development practices as well as goal setting, role modelling, diversity & inclusion training, adaptive coaching and communication.
- Subject/content experts will be sourced from within football, the broader sports industry, existing commercial partners, and supporters of the game to achieve a diverse range of perspectives on the various modules for the participants.

¹⁸ Data source: Football Australia for the period of January-June 2021

BENEFITS / OUTPUTS

The following numbers are based on the delivery of at least five (5) programs per year. It is likely that these numbers will be much higher given the opportunity to run more online programs at less cost.

Output	Per Year	Total over 5 years
Women accessing development	100	500
Employment opportunities created/maintained	1	5

INVESTMENT REQUIRED

Total investment is **\$1,350,000 over five years** to support the design and delivery of this program. Federal funding will cover fixed costs and five (5) programs per year.

	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
Total Fixed Cost	\$140,000	\$90,000	\$90,000	\$90,000	\$90,000	\$500,000
Total Variable Cost	\$170,000	\$170,000	\$170,000	\$170,000	\$170,000	\$850,000
Total Federal Investment	\$310,000	\$260,000	\$260,000	\$260,000	\$260,000	\$1,350,000

The cost to program budget per participant will be **\$2,683**.

Fixed costs

The design of the program is a one-off cost in the first year and will include an evaluation framework to track outcomes used for reporting. Staffing includes one FTE that will manage, develop and support the delivery of the program - including the sponsorship module.

Total fixed cost over five years is **\$500,000**.

Variable costs

The variable costs are based on the number of programs delivered. Breakdown assumes that each face-to-face program will have 20 participants and online programs will have 10 participants.

Individual Program (Face to Face Delivery)	Cost per participant	#	Total Cost
Transportation	\$400	20	\$8,000
Accommodation & Meals	\$700	20	\$14,000
Venue Hire	\$4,000	1	\$4,000
Instructors & Experiences	\$8,000	1	\$8,000
Total Program Cost			\$34,000

Individual Program (Online Delivery)	Cost per participant	#	Total Cost
Instructors & Experiences	\$1,000	10	\$10,000
Total Program Cost			\$10,000

6.1.3 OFFICIALS DEVELOPMENT PROGRAM

OVERVIEW

This program is designed to build capacity and capability of the officiating workforce. It will focus on female officials in football and how they will be supported, engaged, developed, and retained across the football ecosystem.

This program will enhance the leadership and technical skills of women match officials, assessors, and instructors to empower them to assume leadership roles within football. It is vital we have a focus on recruitment by bringing new women into officiating at the grassroots and supporting their growth throughout the ecosystem. Participants in this program will include both those currently officiating as well as women looking to become a match official, assessor, or instructor.

The proportion of female officials in Australian football with active accreditations is 13.51%¹⁹.

Participants

- Women currently operating or looking to become match officials, assessors, and instructors (18+); Football Australia, Member/State Federations, Associations, Zones and Community Clubs

- Teachers who are involved in Football Australia’s Schools Program
- A percentage of places on each of the programs will be reserved for women with diverse lived experiences, including Aboriginal and Torres Strait Islander women, women with disability, women living in regional and remote Australia, culturally and linguistically diverse women, and those in the LGBTIQA+ community

High performance Officials specific content

- The proposed modules will be focused on match analysis, dealing with conflict, communication, and assessing; nutrition, performance psychology and fitness.
- Subject/content experts will be sourced from within football, the broader sports industry, existing commercial partners, and supporters of the game to achieve a diverse range of perspectives on the various modules for the participants.

Community Officials specific content

- The proposed modules will be focused on communications, dealing with conflict, match analysis, and pathways to advanced officiating.
- Subject/content experts will be sourced from within football, the broader sports

industry, existing commercial partners, and supporters of the game to achieve a diverse range of perspectives on the various modules for the participants.

BENEFITS / OUTPUTS

The following numbers are based on the delivery of at least 5 programs per year. It is likely that these numbers will be much higher given the opportunity to run more online programs at less cost.

Output	Per Year	Total over 5 years
Women accessing development	100	500
Employment opportunities created/ maintained	1	5



¹⁹ Data source: Football Australia, July 2021

INVESTMENT REQUIRED

Total investment is **\$1,350,000 over five years** to support the design and delivery of this program. Federal funding will cover fixed costs and five (5) programs per year.

	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
Total Fixed Cost	\$140,000	\$90,000	\$90,000	\$90,000	\$90,000	\$500,000
Total Variable Cost	\$170,000	\$170,000	\$170,000	\$170,000	\$170,000	\$850,000
Total Federal Investment	\$310,000	\$260,000	\$260,000	\$260,000	\$260,000	\$1,350,000

The cost to program budget per participant will be **\$2,683**.

Fixed costs

The design of the program is a one-off cost in the first year and will include an evaluation framework to track outcomes used for reporting. Staffing includes one FTE that will manage, develop, and support the delivery of the program and the sponsorship module.

Total fixed cost over five years is **\$500,000**.

Variable costs

The variable costs are based on the number of programs delivered. Breakdown assumes that each face-to-face program will have 20 participants and online programs will have 10 participants.

Individual Program (Face to Face Delivery)	Cost per participant	#	Total Cost
Transportation	\$400	20	\$8,000
Accommodation & Meals	\$700	20	\$14,000
Venue Hire	\$4,000	1	\$4,000
Instructors & Experiences	\$8,000	1	\$8,000
Total Program Cost			\$34,000

Individual Program (Online Delivery)	Cost per participant	#	Total Cost
Instructors & Experiences	\$1,000	10	\$10,000
Total Program Cost			\$10,000

6.1.4 MEDIA & COMMUNICATIONS PROGRAM

OVERVIEW

This program aims to elevate more women into the football and broader sports media and entertainment sector, by providing specific development opportunities to increase the number of women in sports broadcasting and in print/digital media, thus ensuring women's voices and views are represented on all platforms.

Participants

- Women currently working or wanting to get into the sports media and entertainment sector (18+); Football Australia, Member/State Federations, Associations, Zones and Community Clubs
- A percentage of places on each of the programs will be reserved for women with diverse lived experiences, including Aboriginal and Torres Strait Islander women, women with disability, women living in regional and remote Australia, culturally and linguistically diverse women, and those in the LGBTIQ+ community.

Media & communications specific content

- The proposed modules will be focused on media roles, written media (features, match reports, press releases), radio, TV (hosting, commentary, reporting and interviewing) and digital and social media.
- Subject/content experts will be sourced from within football, the broader sports industry, the education sector, existing commercial partners, existing media partners, and supporters of the game to achieve a diverse range of perspectives on the various modules for the participants.

BENEFITS / OUTPUTS

The following numbers are based on the delivery of at least three programs per year. It is likely that these numbers will be much higher given the opportunity to run more online programs at a less cost.

Output	Per Year	Total over 3 years
Women accessing development	60	180



INVESTMENT REQUIRED

Total investment is **\$416,000 over three years** to support the design and delivery of this program. This timeframe allows for the lead up to and including the FWWC2023 as well as the 2024 Olympics.

	FY22/23	FY23/24	FY24/25	Total Cost
Total Fixed Cost	\$50,000	\$0	\$0	\$50,000
Total Variable Cost	\$122,000	\$122,000	\$122,000	\$366,000
Total Federal Investment	\$172,000	\$122,000	\$122,000	\$416,000

The cost to program budget per participant will be **\$2,311**.

Fixed costs

The design of the program is a one-off cost in the first year and will include an evaluation framework to track outcomes used for reporting. Staffing to support the delivery of this program has been accounted for in the Executive Leadership Program.

Total fixed cost over three years is **\$50,000**.

Variable costs

The variable costs are based on the number of programs delivered. Breakdown assumes that each face-to-face program will have 20 participants and online programs will have 10 participants.

Individual Program (Face to Face Delivery)	Cost per participant	#	Total Cost
Transportation	\$400	20	\$8,000
Accommodation & Meals	\$700	20	\$14,000
Venue Hire	\$4,000	1	\$4,000
Speakers & Experiences	\$10,000	1	\$10,000
Total Program Cost			\$36,000

Individual Program (Online Delivery)	Cost per participant	#	Total Cost
Speakers & Experiences	\$1,000	10	\$10,000
Total Program Cost			\$10,000

6.2 Scholarship Program

Provide financial support to ensure underrepresented women can access the Women's Leadership Programs, and participants have access to part-time employment following attendance on courses.

OVERVIEW

Football Australia will introduce a Scholarship Program, linked closely to the Women in Leadership Programs, to provide women with development opportunities - enabling more women to reach their full leadership potential in the sports industry.

The program will focus on two key areas:

1. Guaranteed places in Football Australia's Leadership & Development Programs for under-represented communities. This will provide financial support to allow attendance at the program.
2. Individual development grants focused upon providing part-time employment opportunities for experience and development.

OBJECTIVES

- More women with diverse lived experiences, including Aboriginal and Torres Strait Islander women, women with disability, women living in regional and remote Australia, culturally and linguistically diverse women, and those in the LGBTIQ+ community, taking up leadership positions in football.
- More women having access to on-the-job practical experience to maximise leadership potential.

PROGRAM DELIVERY

The scholarship fund will be split evenly between the two key areas. A formal eligibility criteria and selection panel terms of reference will be created.

Guaranteed places in Football Australia's Leadership & Development Programs

Eligibility criteria

- Women from; regional areas, culturally and linguistically diverse communities, who identify as Aboriginal and/or Torres Strait Islander
- Be a participant of one of the following programs: Board & Executive Leadership Program, Coach Development Program, Referee Development Program, Media & Communications Program.

Scholarships

- Scholarships will be awarded for up to \$2,000 to provide financial assistance for individuals to attend the above programs
- A total of 60 scholarships will be awarded each year. This represents a total of 13% of all participants in the Women in Leadership Programs.

Individual Development Grants

Eligibility criteria

- Women currently working in Football administrations (18+); Football Australia, Member/State Federations, Associations, Zones and Community Clubs
- Be a participant of one of the following programs: Board & Executive Leadership Program, Coach Development Program, Referee Development Program, Media & Communications Program.

Scholarships

- Scholarships will be awarded for up to \$4000 to provide financial assistance to organisations for funding part-time employment
- A total of 30 scholarships will be awarded each year.

BENEFITS / OUTPUTS

The following numbers are based on 60 grants of \$2,000 for guaranteed places in programs and 30 grants of \$4,000 for part-time employment opportunities.

Output	Per Year	Total over 5 years
Women accessing development	60	300
Employment opportunities created/maintained (Full-time)	1	5
Employment opportunities created/maintained (Part-time)	30	150

INVESTMENT REQUIRED

Total investment is **\$1,850,000 over five years** to support the design and delivery of this program. Fixed costs include staffing of one FTE that will manage, develop, and support the delivery of the Scholarship Program. The investment further accounts for any ongoing costs to facilitate the management of the fund.

	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
Fixed Costs	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
Scholarship Fund	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Total Federal Investment	\$370,000	\$370,000	\$370,000	\$370,000	\$370,000	\$1,850,000

6.3 Football Leadership – Gender Equity Education

Building the capability of football's leaders to ensure that women's safety, wellbeing, and opportunity for employment, is systematically considered and acted upon within the governance and administration of the game.

OVERVIEW

This program is designed to educate and build the capability of football's decision makers across the game (men and women), providing them with the knowledge, understanding and skills to take action to drive gender equity within their sphere of influence, thus strengthening workplace culture. This program will be delivered free of cost to the decision makers at all levels of football's governance and administration.

Football Australia will partner with leading experts from the Education and NGO sector to develop football and sports specific face to face and online modules for implementation.

Football Australia will consider partnering with organisations such as OurWatch and Champions of Change Coalition to support the design, delivery, and evaluation of the program. As the national leader in the primary prevention of violence against women, OurWatch has existing content that would add

significant value to Football Australia's Gender Equality Education Program.²⁰

OBJECTIVES

This program will target the following objectives:

- Deeper understanding and knowledge of the drivers of Gender Inequity
- Increased awareness and understanding for gender equity and the prevention of violence against women, particularly Aboriginal and Torres Strait Islander women
- Improved recruitment strategies, processes, and procedures for women
- Awareness and understanding for best practice gender equity and sexual harassment policies
- Greater commitment to 'Workplace Gender Equality Agency' (WGEA) reporting and Indicators
- An overall increase of women in decision making roles in football
- Enhanced flexible working arrangements for all staff
- Increased awareness and understanding for the Council of Australian Governments

²⁰ Data source OurWatch: <https://www.ourwatch.org.au/>

(COAG) national primary prevention ‘Stop it at the start’ campaign²¹

- A safer culture and environment for women and girls in football’s governance and administration
- Greater understanding for the needs and challenges of women with diverse lived experiences, including Aboriginal and Torres Strait Islander women, women with disability, women living in regional and remote Australia, culturally and linguistically diverse women, and those in the LGBTIQ+ community.

PROGRAM DELIVERY

Participants

- Board and Committee Members, Chief Executive Officers, Executive and Management staff (18+); Football Australia, Member/State Federations, Australian Professional Leagues, Associations, Zones and Community Clubs
- A percentage of places on each of the programs will be reserved for women from; regional areas, culturally and

linguistically diverse communities, who identify as Aboriginal and/or Torres Strait Islander.

Gender Equity specific content (not exclusive)

- Introduction to the drivers of Gender Inequality
- Workplace Equality and Respect Standards²²
- The Leadership Shadow exercise [information here](#)
- Bystander, unconscious bias, and unpacking gender stereotypes training
- Specific drivers of violence against Aboriginal and Torres Strait Islander women
- Gender equity policies and procedures for implementation
- Defining and closing the Gender Pay Gap in your field
- Reporting on gender equality measures WGEA

- Understanding of actions at the individual, community, organisational and societal level that prevent violence against women from happening in the first place
- Subject/content experts will be sourced from within football, the broader sports industry, existing commercial partners, and supporters of the game to achieve a diverse range of perspectives on the various modules for the participants (i.e. OurWatch and Champion of Change Coalition).

BENEFITS / OUTPUTS

The following numbers are based on the delivery of one face to face program a year of 20 participants and online delivery to 180 participants.

Output	Per Year	Total over 5 years
People accessing development & education	200	1,000

²¹ Data source Australian Government: <https://www.respect.gov.au/the-campaign/campaign-materials/>

²² Data source OurWatch: <https://media-cdn.ourwatch.org.au/wp-content/uploads/sites/2/2020/10/15021520/Equality-and-Respect-in-Sport-1.pdf>

INVESTMENT REQUIRED

Federal Government Investment

Total investment is **\$500,000 over five years** to support the design and delivery of this program. Federal funding will cover fixed costs and one national program per year.

	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
Total Fixed Cost	\$200,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$320,000
Total Variable Cost	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000	\$180,000
Total Federal Investment	\$236,000	\$66,000	\$66,000	\$66,000	\$66,000	\$66,000	\$500,000

The cost to program budget per participant will be **\$472**.

Fixed costs

The design of the program is a one-off cost in the first year and will include an evaluation framework to track outcomes used for reporting. It also includes ongoing costs to manage the program.

Total fixed cost over five years is **\$320,000**.

Variable costs

The variable costs are based on the number of programs delivered. Breakdown assumes that each face-to-face program will have 20 participants.

Individual Program (Face to Face Delivery)	Cost per participant	#	Total Cost
Transportation	\$400	20	\$8,000
Accommodation & Meals	\$700	20	\$14,000
Venue Hire	\$4,000	1	\$4,000
Speakers & Experiences	\$10,000	1	\$10,000
Total Program Cost			\$36,000

6.4 Women's Football Digital Platform

Create an inclusive digital platform that utilises football, and the diverse stories behind the game, to drive social and health outcomes.



OVERVIEW

Women's sport continues to be under-represented in the media. This initiative aims to tackle this challenge by creating a digital media destination and community dedicated to women's football. Galvanising momentum towards the World Cup, this initiative will unlock the power of football as a means of social inclusion and provide avenues to advocate all aspects of the game.

Australia and New Zealand conducted a compelling public bidding campaign, which achieved a sense of belonging via the 'AsOne' brand positioning. The campaign celebrated the passion of long-standing women's football fans, whilst welcoming and incentivising new fans to join the movement behind the FWWC2023 under the #GetOnside rally cry. At the conclusion of the campaign, over 806,000 people had signed on to back the bid. To further capitalise on this positive brand sentiment within the community that already believe in the 2023 vision and are keenly anticipating the event, we are proposing to build a digital platform for our 800,000+ followers and grassroots community.

This initiative will create an inclusive digital media destination for our community and fans to continue the journey to 2023 and beyond, whilst facilitating female grassroots participation and helping us strive towards our 50:50 participation target in 2027.

This will provide great content for marketing and promoting the game, and sharing with

media organisations to amplify the reach and impact of this inspiring and diverse content.

OBJECTIVES

This program will target the following objectives:

- Increased awareness of *Legacy '23* initiatives and demonstrate impact through storytelling
- Engage and mobilise the community to be involved in the FWWC2023
- Provide a safe, positive, and inclusive space for women and girls to explore their connection to football
- Greater representation of women from diverse lived experiences, including Aboriginal and Torres Strait Islander women, women with disability, women living in regional and remote Australia, culturally and linguistically diverse women, and those in the LGBTIQ+ community on all public facing channels
- Showcase and increase visibility of female leaders in football
- Provide direct assistance through best practice resources and support to clubs in creating inclusive environments
- Engage our diverse football community
- Develop stronger pathways from campaigns to participation opportunities.

PROGRAM DELIVERY

There are four (4) key components of the digital platform. They will be built in a phased approach to allow for immediate launch and a scalable product. Investment requires heavy resourcing to support the build and 'always on' strategy for the platform.

1. Women & Girls Digital Campaign

- A strong, unique, and exciting women and girls' digital campaign will be created that leverages female football culture to drive female fan and participant engagement and create a visible presence as a leader for girls and women in sport
- Football Australia will undertake a customer strategy and research project for women and girls, to better understand the customer journey, barriers to engagement and participation. These insights will inform the overarching approach, as well as define the target audience and creative execution for the campaign
- A case study is UEFA's *We Play Strong* digital campaign which you can access [here](#).

2. Community Club Hub

- An interactive Hub will be developed on the platform to support local clubs in making changes to increase female participation on and off the pitch. It will also educate and provide resources to help create more inclusive environments.
- The Hub will provide a range of resources to assist clubs such as:
 - Club toolkits: participation programs, how to move from a social engagement activation to starting your first women's team, inclusive communication
 - Clear Policies, Guidance and Resources for clubs to engage with and retain women with diverse lived experiences, including Aboriginal and Torres Strait Islander women, women with disability, women living in regional and remote Australia, culturally and linguistically diverse women, and those in the LGBTIQ+ community taking up leadership positions in football
 - Community calendar: key dates to celebrate with your football community

- Government funding submission guides: how to apply for state and local government funding.

3. Legacy '23 Initiatives

- Increase awareness of *Legacy '23* initiatives and reporting on impacts
- Producing editorials and content on female leaders in football
- Hosting online panels showcasing female leaders of the game and discussing key initiatives
- How to get involved and help us strive towards the 50:50 participation target in 2027
- Facilitate grassroots campaigning to help community clubs secure investment.

4. FIFA Women's World Cup 2023

- Increase anticipation for this major event by engaging and mobilising the community to be involved
- Roadmap of key activities leading up to the event with opportunities for community involvement
- Provide links to the official website on volunteering and ticket purchasing.

BENEFITS / OUTPUTS

	Per Year	Total over 5 years
Employment Opportunities Created/Maintained	9	36
Social Media Videos	2,920	11,680
Social Media Posts	10,000	40,000
Short News Articles	13,140	52,560
Feature Articles	1,460	5,840
Participation Written Features	50	200

INVESTMENT REQUIRED

Total investment is **\$4,515,000 over five years** to support the design and delivery of this program as we strive towards our 50:50 participation target. Staffing includes nine FTE per year across a range of functions such as content creation and production, marketing, editorial, graphic design, and cultural

	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	Total Cost
Staffing	\$853,000	\$853,000	\$853,000	\$853,000	\$853,000	\$4,265,000
Equipment & Software Licenses	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Total Federal Investment	\$903,000	\$903,000	\$903,000	\$903,000	\$903,000	\$4,515,000

7. ADDITIONAL FUNDING SOURCES TO AMPLIFY FEDERAL INVESTMENT

As part of this extensive process of designing and costing the *Legacy '23* pillars and programs, Football Australia is also in discussions with other funding partners to amplify the initiatives made possible by significant Federal Government investment in *Legacy '23*. This will ensure the greatest impact for Australia of hosting the world's biggest event for women.

However, without a significant and ongoing commitment from the Federal Government across the *Legacy '23* pillars, programs will not materialise.

Other funding partners to amplify *Legacy '23* would include:

- State/Territory Governments
- Local Governments
- Commercial Partners
- Philanthropy / Foundation Initiatives
- Football Organisations, including community clubs
- Fédération Internationale de Football Association (FIFA)

STATE/TERRITORY GOVERNMENTS

As part of Football Australia's proposal to establish a National Home of Football, we will create a partnership between all levels of government to maximise the investment in community facilities.

Football Australia is seeking a 50:50 Australian/NSW Government split to meet the \$60 million total cost of a National Home of Football at Sydney Olympic Park.

State governments have already demonstrated their desire to invest in football facilities ahead of the FIFA Women's World Cup 2023™, with significant upgrades to match and training venues announced and underway.

Major works have officially commenced on the \$53 million transformation of Hindmarsh Stadium in Adelaide, following investment from the South Australian Government. The redevelopment of SA's home of football is supporting 218 jobs and will provide significantly improved playing and training environments for the FIFA Women's World Cup 2023™ as well as an impressive venue to host Adelaide United A-League Men and A-League Women matches.

The Western Australian Government recently announced it is investing \$35 million to upgrade some of the ageing facilities at Perth Rectangular Stadium (aka HBF Park) for the FIFA Women's World Cup 2023™ and to provide benefits for future events. The works will include replacing the halogen lights with a shift to modern LED lighting; upgrading the pitch through removal, leveling and turf replacement; new player races and bench areas; and upgrades to the existing power supply, including a new switch room.

In the 2021/22 State Budget, the Tasmania Government confirmed it would invest \$10 million for four upgrades across the State to deliver better facilities for players and to help Tasmania's push to host base camps for international sides during the FIFA Women's World Cup 2023™.

LOCAL GOVERNMENTS

At a local government level, Council support is envisioned for projects in the Community Facilities pillar, co-contributing with other funding partners. This model has worked well in the past as demonstrated by examples from the Asian Cup Legacy Fund and significant contributions from local government and state governments to co-fund community facilities.

COMMERICAL PARTNERS

A number of Football Australia's partners are engaged across all facets of the game, including the National Teams and community football.

As the Legacy initiatives are developed, Football Australia will further discussions with current and prospective commercial partners about co-investment to support or enable delivery – this includes financial contributions, but also valuable in-kind opportunities, such as making available mentors for the Leadership & Development Program or contributing through engagement in the International Pillar.

PHILANTHROPY / FOUNDATION INITIATIVES

Football Australia is committed to developing a partnership with the philanthropic community to inspire, unite, and shape a more cohesive and connected Australia. Each one of our philanthropic endeavours reflect and embrace the richness of our nation and our sport. With our powerful and ambitious campaigns, we invite supporters from across the charitable landscape to invest in key development outcomes that deliver real impacts for the most vulnerable Australians.

We believe that football has the power to break down barriers, empower the next generation and alleviate the impacts of disability by improving both physical and mental health. As we have seen with the Pararoos, we can use

football's global platform to promote inclusion and become a catalyst for real change, both on and off the pitch. As we look towards the upcoming launch of the ParaMatildas, Australia's first national team for women and girls with disability, we will be in a formidable position as the most inclusive and influential sports in the nation.

In partnership with Australia's philanthropic community and Federal and State governments, together, we will cement an enduring collaboration that will create inclusive opportunities for all Australians for generations to come.

FOOTBALL ORGANISATIONS, INCLUDING COMMUNITY CLUBS

The financial contribution from clubs, zones and associations will be an important factor in the success of the proposed Female Community Football Facilities Fund, which envisages up to 50% of the annual investment coming from a combination of Local Council/Football funding. This recognises that 90%+ of community football venues are Council-owned and leverages the strong relationships football clubs often have with their Local Council.

Some football organisations, through fundraising or the collection of a specific 'facilities levy', have built funds to be used for the improvement of their facilities. These would be used as a contribution to the partnership approach Football Australia is taking to ensure community facilities are upgraded to meet

increased demand and improve the football experience for all participants.

Fédération Internationale de Football Association (FIFA)

Football Australia is working closely with FIFA on their overarching legacy plan across both host countries as well as other activities that they are looking at running in the lead up and during the event.

8. FURTHER INFORMATION

For further discussion about the broader *Legacy '23* submission or specifics on the programs, please contact:

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APPENDIX

APPENDIX 1

FWWC 2023 Legacy Program Benefits - Final Report

In October 2020, Football Australia commissioned independent consultants MI Associates to quantify the social and benefits associated with the *Legacy'23* Plan.

APPENDIX 2

FWWC 2023 Projecting Visitor and Economic Impact

Football Australia commissioned MI Associates to project the number of international visitors and direct visitation expenditure.

APPENDIX 3

National Home of Football Funding Justification Document 2021

In early 2021, Football Australia commissioned a funding justification document for the National Home of Football.