



Active Women: UNSW 2025 Women's Sport & Active Recreation Strategy

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Acknowledgement of Country

UNSW Sport would like to Acknowledge the Bedegal (Kensington campus), Gadigal (City and Art & Design Campuses) and Ngunnawal people (UNSW Canberra) who are the traditional custodians of the lands where each campus of UNSW is located.

Cover photo courtesy of Arc Sport UNSW

Photo courtesy of Arc Sport UNSW

Foreword



Since our foundation in 1949, UNSW has stayed true to our commitment to not only develop the academic side of our students, but to nurture the entire person.

This thread runs through our ambitious 2025 Strategy which was developed in 2015 to provide a framework for UNSW to further advance our contribution to society and to our own community.

In 2017, as part of the overarching Strategy, we introduced a Sports Strategy. From that came a plan to increase opportunities in sport and active recreation for women of all backgrounds within our University community, with a clear focus on students.

The “Active Women: UNSW Women in Sport & Active Recreation Strategy” is supported by four key pillars: Participation; Investment and

Infrastructure; Marketing and Promotion; Leadership and Governance.

I am proud that UNSW has taken this dedicated approach to encouraging greater gender inclusion in sport and active recreation – a unique initiative for an Australian university.

We have witnessed something of a revolution in women’s sport and active recreation in recent years, with an enormous increase in participation as a result.

The timing of the Active Women Strategy could not be better and is in keeping with UNSW’s mission to not only transform

lives through excellence in research and education, but through a commitment to advancing a just society.

We can all play a part in delivering a more equal future and I am delighted to support this strategy to champion the wonderful culture of equity, diversity and inclusion we have at UNSW.

--
Professor Ian Jacobs
President and Vice-Chancellor,
UNSW Sydney

Rationale

Every human being, however they identify or whatever their background, has an equal right to play sport.

This strategy has been inspired and guided by the NSW Office of Sport and its NSW Women in Sport Strategy - Her Sport Her Way, which has developed key goals for increasing the number of women and girls participating and leading in sport at all levels.

Women’s sport is experiencing huge growth across Australia and the world, with increased funding and exposure for domestic and international leagues leading to more opportunities for women on and off the field.

However, despite this, mass inequality still exists and there is much more to be done to redress the balance and provide opportunities for women to flourish within the sporting world.

The issues that women face in sport come from a history of marginalisation, from deeply ingrained societal attitudes and from reduced opportunities to participate on and off the field. These attitudes towards women exist across our society, but in sport they are particularly prominent.

UNSW is committed to addressing inequality and working towards a just society. We are committed to ensuring that access to sport and active recreation within the university context is fair, equitable and inclusive for all.

This strategy sets out key goals for UNSW Sport to be achieved by 2025. They fall within four pillars: participation; investment and infrastructure; marketing and promotion; and leadership and governance.

A strategic approach is needed to ensure that gains continue to be made, that all key stakeholders are held accountable and that UNSW is a global leader in equity in sport.



“Girls worldwide who play sport are more likely to attend and stay in school, more likely to finish their education, more likely to be in better health and earn higher wages during the course of their lives.”

--
The Honourable Dame Quentin Bryce AD CVO



UNSW Context

Photo courtesy of Arc Sport UNSW

UNSW prides itself on Equity, Diversity & Inclusion. This strategy uses the words women and female in the true spirit of inclusion and these terms when used in this strategy include all people who identify as a woman or as female.

UNSW currently has more than 59,000 students and of these, approximately 10,000 participate in sport and active recreation on campus or through the University's sports clubs and active recreation programs. A recent survey conducted by UNSW Sport indicated that 81% of female respondents, would like to engage more with sport and active recreation on campus, but face barriers to doing so, including time (39%), cost (20%), self-confidence struggles (15%) and difficulties with travel (12%).

The UNSW 2025 Sport Strategy aims to make sport and active recreation more accessible for women from all groups to participate in and around campus by 2025.

Currently at UNSW avenues for women to become involved with sport and active recreation are:

- participation in sports clubs
- student social sport
- gym and pool membership
- Arc Sport programs such as SHE CAN, Day of Play and intervarsity competitions



The challenge is to increase awareness and grow the current opportunities, complemented by new ideas and programs that are inclusive, intersectional and encourage ongoing participation, especially for women and minority and marginalised groups, acknowledging the particular barriers these groups face in sport.

Historically, UNSW has been very successful in terms of excellence in women's sport. Former and current students include Alex Blackwell, Melanie Webb, Georgia Redmayne, Amy Ridge, Shay Evans and Matilda McDonnell, who are all stars in their sports.

UNSW's women's water polo team plays in the Australian national league and won the national title in 2019 and Prue Watt OAM represented Australia in the Paralympics. However greater efforts can be made to support such successful women and to encourage and promote sport and active recreation to all women in the UNSW community.

Increasing opportunities in participation and leadership, improving facilities to remove barriers from women's participation, boosting visibility of women in our media and marketing campaigns, and external sponsorship opportunities, are all needed if we are to increase the prevalence of women, especially underrepresented women, in all areas of sport and active recreation at UNSW.



Strategic Alignments

The UNSW Active Women Strategy is aligned with the UNSW 2025 Strategy, UNSW 2025 Sport Strategy and the NSW Women in Sport Strategy - Her Sport Her Way. The key pillars of this strategy have formed the basis of our approach; however, we have adapted each one to be fit for purpose in the university context. The four key pillars for the NSW Women in Sport Strategy are:



PARTICIPATION



LEVERAGING INVESTMENT



PLACES AND SPACES



LEADERSHIP

The timeframes and key goals of this strategy are also aligned with the UNSW 2025 Strategy and the UNSW 2025 Sport Strategy. The key objectives of the UNSW 2025 Sport Strategy are:

- to increase participation, drive equity and build campus communities
- to support excellence
- to strengthen partnerships

These objectives have been woven into the UNSW Active Women Strategy and will continue to be key drivers as the strategy progresses.

The UNSW 2025 Strategy has made 10 commitments, one of which is:

Equality of opportunity for all students, staff and the wider UNSW community, combined with a commitment to active promotion of equality beyond the University. The strategic priorities of the UNSW 2025 Strategy are:

- Academic Excellence
- Innovation and Engagement
- Social Impact

Within *Social Impact – Theme 1 Equity Diversity and Inclusion* aims for UNSW to become an international exemplar of social justice and inclusion and sets a clear goal and measurement to ensure “Gender balance... in UNSW roles at all grades.”

Through clear, measurable goals and actions that are rooted in addressing inequality and inequity the UNSW Active Women Strategy will support and stand alongside these important strategic priorities.

It is believed that UNSW is a market leader and will be the first Australian University to launch a women’s sport and active recreation strategy.



Research & Consultation



The UNSW Active Women Strategy was developed between November 2018 and January 2020 and received input from multiple sports stakeholders at UNSW. This included clubs and societies, international students, senior UNSW staff, partners who deliver sport and recreation services to UNSW students, alumni, external sporting bodies and other universities. The data collection process also involved a number of surveys targeting different groups to enable broad input into the strategy.

This collaborative process has allowed UNSW Sport to deliver a strategy that is inclusive and takes into account the needs of all students, whether in elite level teams, playing social sport or not participating in sport or active recreation at all. It allows for a better understanding of, and respect for, others and helps to create a more inclusive culture. We will continue to consult, research and review throughout the implementation and delivery of the strategy.



The research and consultation we undertook is as follows:

- UNSW Women in Sport Survey
- Arc Sport Survey
- Four student and sports club workshops
- Consultation with the following organisational stakeholders:
 - » Arc Sport
 - » Arc Student Representative Council
 - » UNSW Equity, Diversity & Inclusion
 - » Sport NSW & NSW Office of Sport
 - » State Sporting Organisations
 - » YMCA (UNSW Fitness & Aquatic Centre)
- Comprehensive Review of 30+ Documents from Australia and around the world (Strategic Plans, Annual Reports, Academic Research, Policies & Procedures) including some of the world leaders in development of women's sport such as Sport Australia, NSW Sport, Vicsport, UK Sport.
- Strategic Alignment with NSW Women in Sport Strategy – Her Sport Her Way, UNSW 2025 Strategy, UNSW 2025 Sports Strategy
- Draft Strategy reviewed by:
 - » Professor Eileen Baldry, Deputy Vice Chancellor Equity, Diversity & Inclusion, UNSW
 - » Professor Clare Hanlon, Victoria University and Susan Alberti Chair of Women in Sport
 - » Kerry Turner, NSW Office of Sport, Leader and Author of Her Sport, Her Way
 - » Dr Lindsay Reece, University of Sydney, Senior Fellow and Director of SPRINTER

And members of the following groups and organisations

- » UNSW Sports Management Board & UNSW Sports Advisory Council
- » UNSW School of Medical Sciences (Exercise Physiology)
- » UNSW Sport
- » Arc Sport
- » Sport NSW

Summary of key findings

Major barriers to women's participation

Source Arc Sport survey 2019



66%
Time



59%
Cost



30%
Don't know where to start



30%
Intimidating

61%

of women surveyed were aware of Arc Sport's SHE CAN program

Source UNSW Sport survey 2019

3.1/5

average ranking of sports facilities on campus

Source UNSW Sport survey 2019

35%

of female students engaged in Outdoor Recreation

Source Arc Sport survey 2019

90%

of respondents to NSW Office of Sport survey listed improving female facilities as a top 3 priority

Source NSW Office of Sport

10%

of elite level coaches in NSW are female

Source NSW Office of Sport

59%

of NSW sporting boards do not have 40% female representation

Source NSW Office of Sport

40:40:20 Rule

The UNSW Active Women Strategy where appropriate will align itself with the generally recognised 40:40:20 gender equity rule, stipulating that organisations, staff and boards should aim to be made up of 40% women and 40% men, with 20% flexible, which allows for non-binary inclusion, as well as providing flexibility for uneven numbers.

Definitions

The official title of this strategy is Active Women: UNSW Women's Sport and Active Recreation Strategy, however throughout this document it will be referred to as the UNSW Active Women Strategy.

Sport and active recreation encompasses sport, exercise, fitness, recreation, leisure, social sport, movement and all physical activity. Sport & active recreation, for simplicity of language will be used in this strategy.

UNSW prides itself on Equity, Diversity & Inclusion. This strategy uses the words women and female in the true spirit of inclusion, and it must be noted that the terms used in this strategy, women and female, include all people who identify as a woman or as female.

Arc is the not-for-profit organisation for students studying at UNSW, similar to a 'student union'. Arc is sub-contracted to UNSW to deliver a range of student services and programs including the delivery of sport and active recreation.

"Key Stakeholders" are UNSW Sport; Sports Advisory Council; Sports Management Board; Arc Sport; YMCA. SHE CAN is the Arc Sport Female-Only Participation Program started in 2017.

Estate Management is the UNSW Division that manages facilities.

VGWP is the Village Green Wellness Precinct, currently under construction at UNSW.



Participation and Data

Participation currently refers to any woman who has been recorded as an attendee or a member at any sport and active recreation Arc, UNSW Sport or YMCA event or program, including the UNSW Sports Clubs, which involved physical activity, irrespective of the number of hours.

Globally sport and active recreation has always had challenges capturing participation data of less formal and less traditional activities. This is not unique to UNSW. Our goal is to develop tools to capture more extensive participation data.

The only participation data recorded and available at present is the following: Arc Sport programs and events (Day of Play, SHE CAN, UniSport Nationals, Social Sport Program) and memberships of the 39 UNSW sport clubs. YMCA data will be added to the Arc and Sports Club data to form the participation baseline to be measured. No further data will be added or counted towards the Pillar 1 KPI. This participation data forms the baseline from which the Pillar One Key Performance Indicator will be measured, and this will need to remain so until 2025.

The KPIs in this strategy will apply to UNSW students, staff and club members only. However, we will be working with all stakeholders to ensure the YMCA members, our club juniors and our alumni are supported by the strategy and our team to work towards the goals of gender equity, diversity and inclusion.

Four Pillars of the Active Women Strategy



Participation



Investment & Infrastructure



Marketing & Promotion



Leadership & Governance

Summary of goals

Pillar	P1 - Participation	P2 - Investment & Infrastructure	P3 - Marketing & Promotion	P4 - Leadership & Governance
2025 KPI	KPI – To increase women’s participation by 100% from 5,017 to 10,000	KPI – (A) Secure major commercial partner(s) for the strategy and (B) To achieve and maintain a female client minimum rating of 4 (very good)	KPI – 40% of all UNSW Sport media content women focused, 33% international student focused	KPI – All UNSW Sport stakeholders/ members to have women in 40% of leadership roles at all levels
Stage 1 2020 – Year 0 (Foundation Year)	Establish baseline participation data Action Plan to increase transition from SHE CAN program into ongoing participation in sport & active recreation	Communication policy established with Estate Management Facilities Audit Completed	Launch Active Women Social Media Campaign Ambassadors & Social Media Influencers announced	Establish key baseline data Establish governance model
Stage 1 2021 – Year 1	New women’s only programs for VG Wellness Precinct Develop a free women’s ongoing activity and exercise program based on fun and friendship to launch by 2022	New Donors & Sponsors Brochure Toolkits and case studies of best practice in gender inclusive facilities available online	New Active Women Award at annual Blues Dinner Celebrate Active Women Strategy through existing UNSW/Arc Events each year	Establish Women in Sport Scholarship Policy Coaching, Officiating & Leadership Toolkit
Stage 1 2022 – Year 2	Online resources and toolkits for best practice in gender inclusivity Develop tools to improve the measurement of participation data	Imagery in facilities to be 40% women specific Secure commercial partner	High-profile annual women’s sporting event held at UNSW Active Women Online Community to reach 500 members	Launch Coaching, & Officiating Grants Identify and offer free Women in Sport mentoring programs to 4 students or club members
Stage 2 2023-2025	STAGE 2 GOALS WILL BE ADDED FOLLOWING AN ‘END OF STAGE 1’ REVIEW & REPORT			

Pillar One: Participation

Objective:

Increase women's participation in sport and active recreation at UNSW

KPI

To increase women's participation by 100% by 2025 from 5,017 to 10,000



Rationale

While there is healthy participation among the women at UNSW in sport and active recreation, there are barriers to women participating. This pillar will focus on finding strategies to maximise opportunities for all women who wish to participate in sport and recreation.

Key Findings



- NSW Office of Sport research found 'fear of judgement' was the overarching barrier for women in sport and physical activity based around appearance, ability and priorities
- Arc Sport Survey identified the top four barriers for female participation as time (66%), cost (59%), "I don't know where to start" (30%) and "it's intimidating" (30%) including commentary around inconvenient timings and scheduling. The UNSW Sport survey found the major barriers to participation are time (39%), cost (19%) and lack of confidence (15%)
- Arc Sport Survey reported women were most engaged in Outdoor Recreation (35%), Gym (33%), Fitness & Exercise Groups (20%) and least engaged in the Social Sport Program (18%). The UNSW Sport survey reported that casual exercise with friends (22%) was the most popular form of physical activity, followed by going to the gym (21%)
- 61% of respondents were aware of the Arc Sport SHE CAN initiative, but only 18% attended
- Evening is the most popular time for physical activity (30%), followed by afternoon (25%) and morning (20%)

Actions	KPI	Delivered by
Establish key baseline participation data	Data published in progress report	Oct 2020
Action Plan to increase transition from SHE CAN program into ongoing participation in sport	Plan with KPIs	July 2022
Develop a free women's-only activity and exercise program based on fun and friendship for VGWP	Commencement of program	August 2022
Source online resources and toolkits for best practice in gender inclusivity	Available on Arc & UNSW Sport website	July 2022
Develop and identify toolkits, best practice and case studies for sport clubs and key stakeholders to ensure all UNSW sporting and active recreation organisations are gender inclusive	All resources live on UNSW Sport and Arc Sport websites	July 2022
Develop digital tools to improve, capture and measure participation data beyond current methods	Tools ready to use	July 2022

Photo courtesy of Arc Sport UNSW

Participation Case Study

Jenny Stansby & Shay Evans

Photo courtesy of Arc Sport UNSW



Jenny Stansby UNSW Student & SHE CAN Participant

I've been here for just over two years—I came over to start my PhD but I was excited to travel to the other side of the world. I'm really enjoying it here. I love the lifestyle—it's really relaxed and so easy to get outside because the weather is so great.

I like being active and liked to try a bit of everything but it wasn't until I got to uni that I got involved with outdoors stuff.

Before I came over to Australia, I was checking out all of my options on the Arc Sport website. The Outdoors Club just had everything that I could possibly want to do!

UNSW Outdoors Club has heaps of different disciplines within it including canyoning, caving, kayaking, camping and hiking and we're trying to get mountaineering into the club now.

Even if you've never done something before, if you approach it with enthusiasm and commitment, there'll always be someone willing to help you out.

Shay Evans Sydney FC Player & UNSW Student

When Shay Evans returns home to her small remote community of Borroloola, it's not long before she's out hunting and fishing with her family.

It's out on Country with her community and family that she feels most at ease, where she is the most relaxed. As one of Australia's most promising rising football talents, it's also this connection with her community that continues to drive her forward and motivate her in sport and in life.

Evans' childhood involved countless hours of playing sport and kicking a soccer ball with the other local children. This is where

the dreams of becoming a professional footballer, of "becoming a Matilda" began to grow.

"I remember that was my dream growing up – to make the women's national team and join the Matildas," she says. "It's the other Indigenous players like Kyah Simon and Lydia Williams that inspired and still inspire me."

Evans, a proud Marra woman, has quickly made her mark in the Australian football scene. She is Vice-Captain of the Young Matildas, Australia's national under-20 women's team, and scored her first goal in the W-League with Sydney FC last year.

Faced with challenges of homesickness and being away from her community, Evans has still thrived both on and off the football field. It was a path that led her to UNSW's Indigenous Preparatory Program in Social Work and consequently to beginning her Bachelor of Social Work at UNSW in 2020, where she is a member of UNSW's Elite Athlete Program.

No matter what the future holds in both sport and education, Evans' mind will never be far from how she can contribute to her community.

"I just want to inspire Aboriginal kids to go out and achieve whatever they want to do in life, but still have that connection to who they are and be proud of their culture."

Pillar Two: Investment & Infrastructure

Objective:

To secure funding to develop the strategy and to make places and spaces on campus more inclusive and inducive to women's participation

KPI:

(A) To secure major commercial partner(s) for the strategy and (B) To achieve and maintain a female client minimum rating of 4 (very good) for all UNSW Sporting Facilities in annual user surveys



Rationale

Within this two-pronged pillar, it is important to secure funding, not only for infrastructure but also to develop new, or scale up existing programs and pathways to increase opportunities for women. A lack of gender inclusive facilities has been identified as a major barrier to women's participation in sport on campus. Making adjustments to current facilities and adequately planning for new facilities will ensure they are fit for purpose and maximise participation.



Key Findings

- Average ranking of facilities on campus in survey was 3.11 (where 1 is poor and 5 is excellent)
- In the NSW Office of Sport research, 90% of respondents listed improving facilities for female participants/fans a top 3 priority for government investment
- Case Study: Cricket Australia's audit of 1775 NSW facilities found that only 13% were female-friendly
- No women were named in the 2018 list of the world's 100 highest earning athletes
- Between 2011-2013 only 4% of sport sponsorship was invested in women's sport, from 2013-2017 this has grown by 47%

Actions	KPI	Delivered by
Conduct an audit and user surveys of facilities, including accessibility and timeslots - deliver recommendations to Head of Sport	Deliver to Head of Sport	July 2022
Write a consultation policy to be established with Estate Management regarding gender inclusive facilities	Policy confirmed in Sports Strategy	Dec 2021
Collate toolkits and examples of industry best practice for gender inclusive facilities to be shared with all stakeholders, including sporting clubs	Deliver to Head of Sport	July 2021
Toolkits and case studies of best practice in gender inclusive facilities available online Secure a commercial partner for the UNSW Active Women Strategy	Contract signed	Dec 2021
Ensure imagery in sporting facilities reflects all genders equally and inclusively	Min 40% imagery of women	Dec 2022
Secure a commercial partner for the UNSW Active Women Strategy	Contract signed	Dec 2022

Investment &
Infrastructure
Case Study

Village Green Wellness Precinct



In 2020, work has begun on the redevelopment of the Village Green. This space is traditionally upheld as the centre of the UNSW sporting community.

However, the traditional nature of the space has created both physical and metaphorical barriers to women's participation, as the space was fit for purpose for cricket and AFL.

While UNSW has women's teams in both these sports, the majority of participants are male, and the men's teams have traditionally been prioritised in terms of match scheduling.

The new Wellness Precinct will have much more flexible offerings, with a multipurpose synthetic grass field that will provide both men's and women's teams equal access and that the scheduling ensures women are allocated fair times for their matches.

The space will also feature more active recreation spaces, including a running and walking track, outdoor gym equipment, multi-purpose courts for netball, basketball and futsal and a bouldering wall.

Rather than a large grassed area that is only used for formal sporting matches, the vision for this space is that it is full of people taking part in formal and informal sport and active recreation from early in the morning until the evening, every day.

In the planning of this space, consideration will be given to ensure it is female-friendly, from changerooms, to scheduling, to ensuring that active recreation spaces are available and welcoming for women to take part on a casual basis. The Wellness Precinct is designed to be an inclusive, welcoming, non-threatening space that celebrates and welcomes the diverse UNSW community.

Pillar Two: Investment & Infrastructure



Objective:

Increase visibility of female students and staff in sport and active recreation on campus

KPI:

Minimum of 40% of all UNSW Sport media content and coverage to be focused on women and 33% on international students by 2025

Rationale

Following the guiding principle, "if she can see it, she can be it" we aim to increase the visibility of UNSW female students and staff to drive participation in sport and active recreation, in activity itself, but also leadership roles, including coaching, officiating and governance.

Key Findings



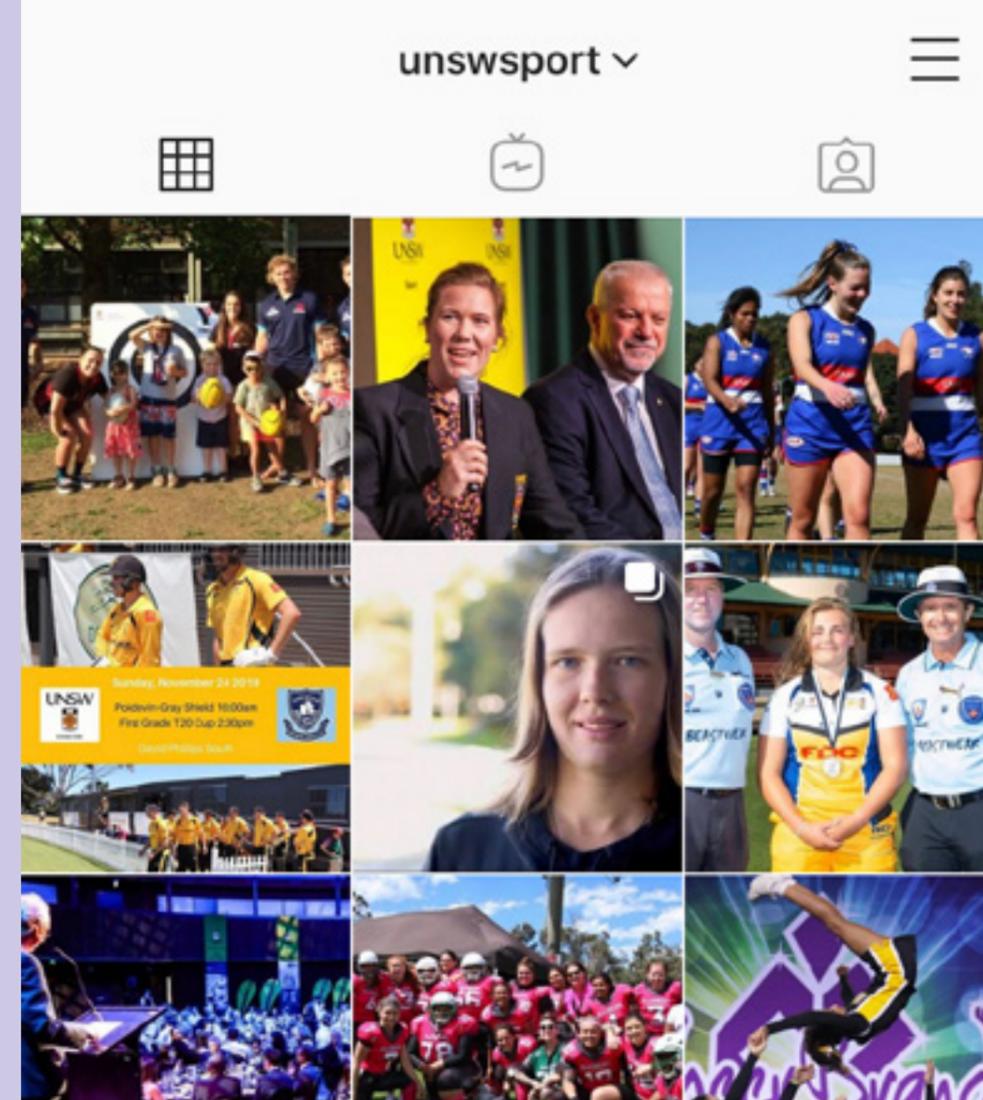
- 15% of UNSW Sport survey respondents identified lack of confidence as a barrier to participation, 81% want to engage more with physical activity
- Almost 39% were unaware of the SHE CAN program and its marketing
- NSW Office of Sport research found that 48% of respondents would engage more with women's sport if it was more freely available
- 40% more people would watch women's sport if they could watch on TV or online
- Major events drive: investment, engagement opportunities and fan growth; future participation and culture shift (if she can see it, she can be it)
- Commonwealth Bank of Australia found that 53% of the population in 2018 attended or watch a live women's sport event or game, this is a huge increase from widely reported figures of around 7-10% of the Australian population who watched a women's sporting event or game five years ago

Actions	KPI	Delivered by
Launch an 'Active Women' social media campaign and women's only area on UNSW Sport website	Campaign & Website Update Launched	July 2020
Select a team of UNSW Active Women Ambassadors (including details of role) and identify 4-6 social media influencers representative of all genders and diversity in UNSW communities	Ambassadors and Influencers confirmed	Dec 2020
Celebrate Active Women Strategy through existing UNSW/Arc Events each year	Events delivered and ongoing	March 2021
Introduce new award at Blues Dinner 2021 to celebrate Active Women	Award Presented	April 2021
Provide online community for Active Women to connect and share knowledge	500 members	Dec 2022
Major annual high-profile women's sporting event held at UNSW	1000 attendees	Dec 2022

Photo courtesy of Arc Sport UNSW

Marketing & Promotion Case Study

UNSW Sport Social Media & Website



FRIDAY, NOVEMBER 26, 2019

NSW Waratahs a big hit at UNSW Family Day

There were some familiar faces keeping the kids entertained during UNSW's 70th Birthday Family Day celebrations on Thursday.



WEDNESDAY, NOVEMBER 27, 2019

UNSW legend Alex Blackwell announces retirement from elite cricket

After a spectacular 18-year long elite cricket career, UNSW School of Medicine graduate Alex Blackwell has decided to pull up stumps.



WEDNESDAY, NOVEMBER 27, 2019

Make AFL your goal in 2020

The UNSW-ES Bulldogs are recruiting for their women's teams and invite all interested women to come along to David Phillips and have a kick.



THURSDAY, NOVEMBER 21, 2019

Big weekend coming up for UNSW Cricket

There's only one place to be this Sunday and it's "Henry's Hill" at David Phillips South.



The UNSW Sport Instagram profile was set up in August 2019 as a promotional tool for UNSW Sport. From our elite athletes who compete on the world stage, to our sporting partners in the community, to those wanting to get fit and active on campus, we wanted a platform to share content that was engaging and insightful for our audience.

When it was created, we had a goal of using the platform to elevate women in sport and active recreation around campus. So we decided to ensure the platform was depicting images of women involved in sport and active recreation to send the message to women that we were providing an inclusive environment where they are welcome.

Since the launch of the UNSW Sport Instagram, 44% of posts are solely focused on women, 26% on men and 30% are of a mixed group or do not feature people.

The UNSW Sport website is primarily used as a news platform. Large feature images and headlines slide across the home page with the three most recent stories so people can keep up to date with the latest news in the UNSW sport and active recreation community.

With the ability to have more nuance included in stories than in Instagram images, the majority of the stories created have featured a balance of male and female athletes.

Of the 117 stories in the news section of the website, 24 (21%) were solely focused on women, 20 (17%) were solely focused on men and 73 (62%) were focused on a balance of male and female athletes or were not about people.



Pillar Four: Leadership & Governance

Objective:

To increase the number of women in leadership, coaching and officiating positions on and off the field and develop inclusive sporting cultures among our UNSW clubs and communities

KPI:

All UNSW Sport stakeholders and members to achieve minimum 40% women in leadership roles at all levels by 2025.

Rationale

Having women in leadership positions, such as on the Sports Advisory Council, Sports Management Board, committees of sporting clubs and in coaching and officiating roles is vital for developing key influencers of sporting culture who bring diversity of thought and experience to UNSW Sport.



Key Findings

- 70 of the 187 Executive positions in UNSW Sports Clubs are female (37.5%)
- Only 11 of the 41 UNSW Sport Club Presidents are female (27%)
- NSW Office of Sport research found that 59% of sporting boards in NSW **do not** have 40% female representation
- Female coaches are underrepresented at all levels of sport, consisting of 38% at grassroots level through to 10% at elite level – there is no current data available for gender of coaches at UNSW
- Olympic, Paralympic or Commonwealth Games typically see coaching figures of 85% male to 15% female.
- 10 of the 30 coaches that are employed by NSWIS are women.
- In NSW in 2016/17 there were 48,320 (38%) female coaches and 78,580 male coaches (62%).
- The W-League, AFLW, WBBL, and WNBL have twice as many male coaches as female coaches.

Actions	KPI	Delivered by
Establish and record baseline data for leadership, management, committee, coaching and officiating roles	Report completed	Dec 2020
Implement a strong governance model – for the activation and delivery of the strategy	Reports completed	Dec 2020
Active Women Scholarships Policy – 40% minimum for women and one new Women's Scholarship	Policy adopted	July 2021
Establish clear coaching and officiating guidelines for all levels	Toolkit developed	Dec 2021
Launch Coaching & Officiating grant funding	Applications open	March 2022
Identify and offer free Women in Sport mentoring programs to 4 students or club members	Applications open	March 2022

Leadership &
Governance
Case Study

Takwa Tissaoui & Marina Go

Takwa Tissaoui
UNSW Taekwondo Club, UNSW Alumna

As a kid, I never did any sports. Then I moved to Saudi Arabia and during my time there I didn't do any sports. When I came to Australia, I wanted to do something where I could just change into pants, do it and get back home, which is how I found taekwondo.

Initially there was that physical factor that I didn't find very appealing. Also as it's a mixed club my first impression was 'wow, how am I going to fit into this?'

When I do taekwondo it's something of a cathartic experience that I actually enjoy. It's able to balance out everything else because I have that time of the week where I'm able to calm down. I finally felt a sense of belonging with something that I loved, which is a big deal for me. It was the first time I felt like I could fit in and actually settle down.

Sport has really empowered me. As a Muslim girl who's lived in both an Arab country and a Western country and experienced so many different cultures, it taught me that no matter where you're from, no matter what you're going through, we all share the same worries and experiences.

PHOTO COURTESY OF ARC SPORT UNSW

Marina Go
Suncorp Super Netball Chair
UNSW Alumna

Marina Go is the first to admit that she is very vocal about her views. It shouldn't come as a surprise – in order to be successful as an independent chair and non-executive director for over a decade, it's a vital trait to possess.

However as a woman in the male-dominated arena of the National Rugby League (NRL), it wasn't always welcome.

"I'm quite vocal about my views and it's a sport that is desperately in need of the sort of culture that diversity brings," she says. "Not just the representation of women, but to truly embed the change that women can bring through different perspectives, different behaviours, different levels of tolerance for behaviour."

While sports administration wasn't always an area that Go aspired to be in, it was a move that came about as a result of her studies at UNSW.

"I chose UNSW because I'd made a decision that I wanted to do an MBA, and then having made that decision, I wanted to do the best MBA I could possibly do and the AGSM was the number one MBA in Australia," she says.

She then completed a company directors' course and registered with Women on Boards, where she was picked up by netball and the NRL.

While being a woman in the sporting world certainly isn't easy, Go hopes that more young women will pursue it as a career path and help bring about cultural change.

"You need to be really proactive," she says. "And it's really important because there are lots of aware organisations now who realise that having a diverse workforce improves the culture of the organisation."

"But a lot of them say 'Oh well we couldn't find a woman to take that job'. We all know that there are lots of talented women out there, so god knows they're not looking hard enough. So put yourself in front of them."



Implementation and Team Structure

To ensure this strategy is delivered successfully and that all stakeholders have an ongoing voice the following structure will be implemented.

UNSW Active Women Executive Team: four full-time University staff members; one full-time Arc staff member; and one student representative. The appointment of the team was endorsed by the UNSW Sports Management Board. The Executive Team will provide quarterly updates to the Board.

The team for 2020/2021 is:

Co-Chair	Megan Maurice, UNSW Sport and Division of External Engagement
Co-Chair	Roger Carter, UNSW Sport
Member	Fergus Greal, UNSW Division of Equity Diversity & Inclusion
Member	Dorcey Rutter, UNSW Estate Management
Member	Minna Annand, Arc Sport
Student Member	Miriam Abd Elmeseh

Advisors Members have been appointed sporting industry and the UNSW Alumni community to offer guidance and advice throughout the delivery of the strategy to the Executive Team.

Student & Community Consultation: the Executive Team will consult with the following groups both in face-to-face meeting at least once a year and through online feedback.

This is not an exhaustive list - the Executive Team will listen and consult with all staff and students.

- Arc Sport
- UNSW Division of Equity Diversity & Inclusion
- UNSW Estate Management
- Arc Student Representative Council
- International Students
- Elite Athlete Program
- Nura Gili
- UNSW Women's Collective
- UNSW Queer Collective
- Sporting Clubs
- Clublinks
- UNSW HR Wellness Team



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Sport & Local Community Engagement Officer	David Maxwell
Sports Media & Communications Officer	Megan Maurice

For any feedback, queries or advice relating to any of the information in this strategy document, please contact UNSW Sport:

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