

EMPOWERING COMMUNITIES

SWAN DISTRICTS FC
STRATEGIC PLAN
2023 – 2025



OUR PURPOSE

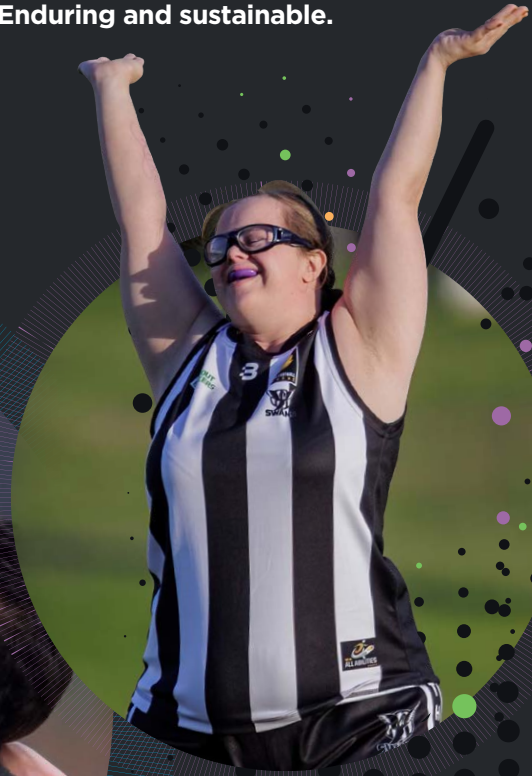
Empowering communities and individuals to create better futures.

OUR VISION

To be a high performing and sustainable club delivering positive social impact in communities, families, and for individuals.

STRATEGIC PILLARS

- Developing people
Opportunity and excellence.
- Empowering community
Connectivity and social impact.
- Sustaining our business
Governance and strategy.
- Creating football success
Enduring and sustainable.



OUR VALUES

We act with integrity.

- We always strive to do the right thing.
- We're honest with ourselves and with each other.
- We accept responsibility when we get things wrong and then work to make them right.

ASK YOURSELF...

How will my actions reflect on my club, my family and myself?



Everyone matters.

- We bring people together.
- We embrace equality.
- We celebrate diversity. It is an integral part of a united and cohesive community.
- We provide support when support is needed.

ASK YOURSELF...

Do my actions show that I care?

Raise the bar.

- We develop people.
- We empower people to be the best they can be.
- We're relentless in our pursuit of excellence.

ASK YOURSELF...

How can I and my team mates and colleagues be the best that we can be?

We fly together.

- We rally when it's tough.
- We're there for each other.
- We are Swans Forever.

ASK YOURSELF...

Do I go out of my way to help others?



DEVELOPING PEOPLE

Supporting them to be the best they can be.

OBJECTIVES	STRATEGY	MEASURE OF SUCCESS
Provide a positive, healthy and nurturing environment for our people to aspire to be the best they can be.	Develop our people's capability by providing individual development plans, performance reviews, and offering continuing education, training, and additional well-being support where required.	Participant feedback.
	Design and deliver a volunteer strategy to recruit, mobilise, and retain volunteers.	Participation, performance reviews.
	Provide staff, volunteer, and player access to club policies, plans, procedures, and compliance requirements through an online human resource platform.	Overview registrations.
Develop a diverse and inclusive club.	Implement and continually review and update the club's Diversity, Inclusion and Equity Action Plan.	Annual reviews.
	Increase in the number of Aboriginal, Culturally and Linguistically Diverse (CaLD), people with disability, people identifying as LBGTQI+, and females participating at the club including employees, volunteers, and players.	Year on year comparison.
Build a strong Swans culture.	Establish strategies to increase volunteers, employees, players, and members' understanding, commitment, and adherence to the club's purpose, vision, and values.	Annual survey, breaches.
	Build a rich, collaborative, and vibrant club ecosystem including WAFL, WAFLW and All Ability players, coteries, past players, employees, and volunteers.	Participation, annual survey.
	Develop and deliver club inductions for employees, volunteers, and players.	Participant feedback.



EMPOWERING COMMUNITY

Connected, engaged, and facilitating social impact.

OBJECTIVES	STRATEGY	MEASURE OF SUCCESS
Create collaborative mutually beneficial partnerships helping build stronger communities.	Partner with external and internal stakeholders including, but not limited to, government and non-government organisations, corporates, schools, community groups, and the Swan Districts Foundation to design, fund and/or deliver social impact programs.	Partners, funding, stakeholder reviews, social impact.
Develop, deliver and/or participate in outreach programs to build brand relevance and create social impact.	Continue to develop and deliver social impact programs targeting young people, Aboriginal people, and people with disability.	Programs, participants, funding, social impact.
	Establish and build financial and resource sustainable social enterprises delivering social impact.	Committee performance, programs, stakeholders, funding, social impact.
	Establish advisory committees and social impact programs targeting the CaLD and Seniors communities.	Facility access, participants, teams, social impact.
	Build a Swans basketball participation and talent strategy.	Social enterprises, funding, social impact.
Establish a strong relationship with community football to help increase participation.	Establish and deliver engagement strategies in partnership with schools, and metropolitan and regional zoned junior football clubs.	Strategies, community feedback, participation, retention rates.
	Resource and promote the club's All Ability, wheelchair and walking football programs.	Participation, awareness, stakeholders, social impact.
	Establish and build a financially and resource sustainable CaLD football program.	Participation, funding, social impact.
Implement a social impact evaluation framework.	Record the social impact delivered in all Swans community, football and volunteer programs.	Social impact measurement tool.

SUSTAINING OUR BUSINESS

Strategically focused, good governance and accountability.

OBJECTIVES	STRATEGY	MEASURE OF SUCCESS
Build a sustainable economic model by diversifying our revenue opportunities.	Establish and develop new community engagement markets and social impact programs.	Markets, programs.
	Assist the Swan Districts Foundation raise its profile and generate funding to support the club's community programs, facility development, and past players or program participants in necessitous circumstances.	Awareness, funding.
	Establish and promote a new club community membership strategy.	Members, revenue.
Continue to be accountable, transparent and strategically focused maximising use of resources aligned to the club's purpose, vision and strategy.	Maintain a minimum current ratio of 1.5 – 2.0 and cash reserves of no less than 2 months of total operating expenses.	Current ratio, cash reserves.
	Build efficiency and accountability and continually review club governance policies, plans and procedures.	Policies, plans, procedures, compliance.
Partner with relevant stakeholders to redevelop the club's facilities.	Finalise the Bassendean Oval Redevelopment Business Case meeting the club's requirements and secure external funding.	Business case, funding.
	Source external funding to repair and upgrade the club's current facility.	Funding.
Build a strong risk management and safety culture throughout the club.	Deliver a dynamic and contemporary risk management strategy.	Staff and club reviews.
	Implement and continually review the Swans Work, Health, and Safety Plan, and Emergency Evacuation Plan.	Implementation and reviews of plan.
Increase traditional football revenues.	Deliver a growth strategy to continue building revenue by increasing memberships and home game attendances.	Year on year comparisons, match day reconciliations.
	Establish and deliver a communications strategy improving brand reach and engagement.	Reach, engagement.
	Continue to develop new WAFL and WAFLW home game audiences through an improved match day value proposition and community engagement strategies.	Activation strategies, attendances, percentage of children/adults, average home game ticket receipt, retail spend.

CREATING FOOTBALL SUCCESS

Enduring and sustainable.

OBJECTIVES	STRATEGY	MEASURE OF SUCCESS
Build enduring and sustainable high performing WAFL and WAFLW football programs.	Develop, deliver and review a Football Strategic Plan building strong player culture and leadership, positioning Swans as a destination club for players, volunteers, and coaching and support staff, and consistently delivering a top 3 WAFL and WAFLW ladder position.	Strategic plan.
Build a high performing WAFL and WAFLW talent identification and development program.	Develop and deliver WAFL and WAFLW talent strategic plans including metropolitan and regional zones.	Strategic plan.
	Advocate for increased WAFL and WAFLW talent identification and development external funding.	Funding.
	Improve zoned junior football coaching by delivering a Swans junior club coaching education program.	Participation, funding.
	Partner with high schools and junior clubs to assist delivering community football and talent programs.	Programs, participation.





STRATEGIC
PLAN

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