



# Swan Districts Football Club Strategic Plan

2026 - 2028

HIGH PERFORMANCE. SOCIAL IMPACT. VALUES-DRIVEN CULTURE.

# OUR PURPOSE

Uniting our community to create greater opportunities, connection and better futures.

# OUR VISION

To be a high-performing organisation known for excellence in football, social impact, sustainability and a sense of belonging.



# SWANS VALUES

## INTEGRITY ALWAYS

We do what's right for the Club and for the people - consistently, transparently and respectfully.

## EVERYONE BELONGS

We welcome, include and support people from all backgrounds to feel safe, valued and respected.

## CONTINUOUS IMPROVEMENT

We challenge ourselves and each other to grow, learn and perform at our best.

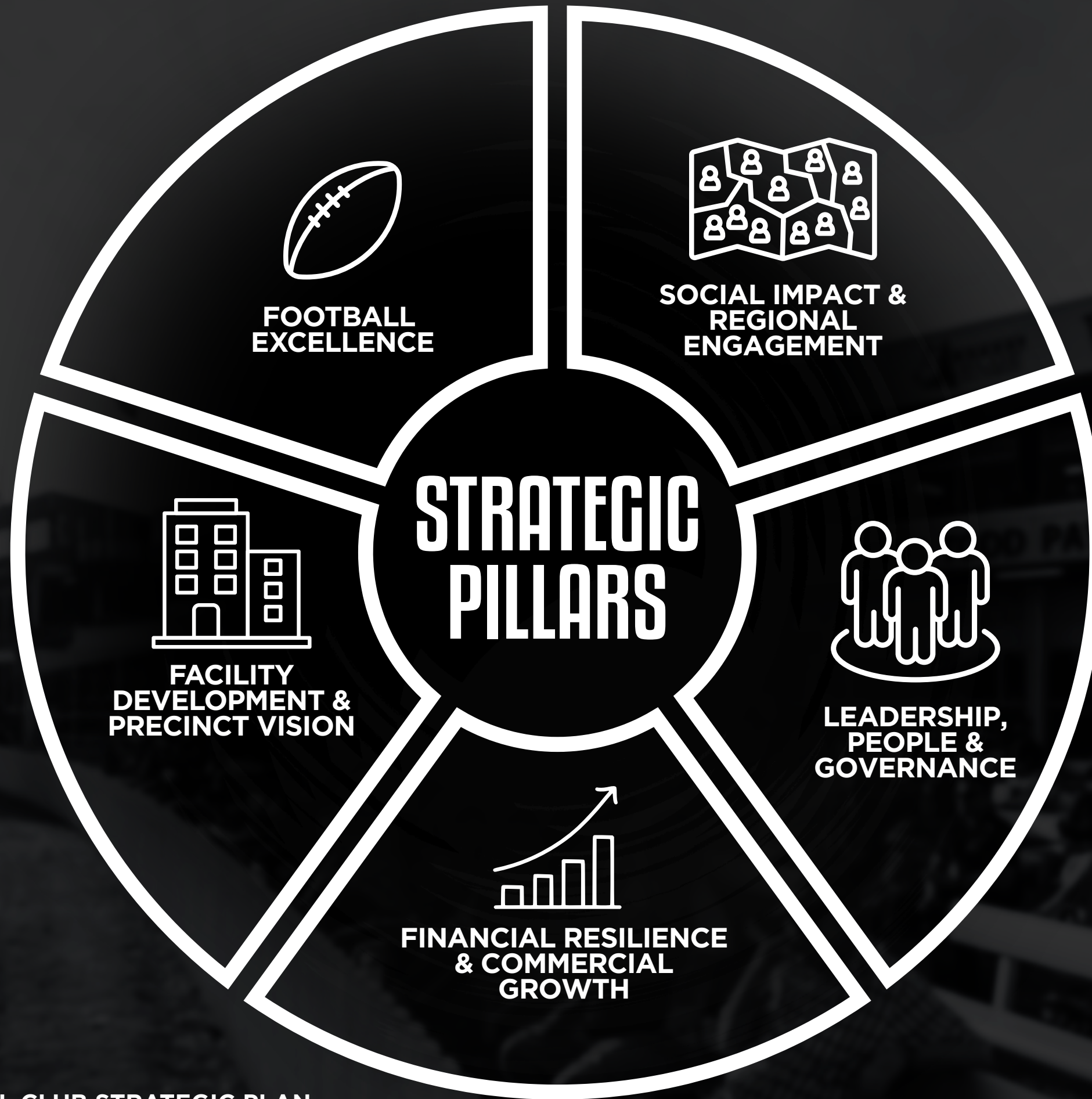
## STRONGER TOGETHER

We succeed together through trust, unity, resilience, accountability and connection.

## COMMUNITY FIRST

We put our community at the forefront of every decision - on and off the field.





STRATEGIC PILLARS EXPLORED

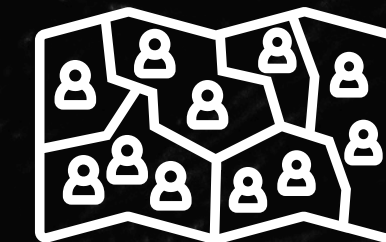
# FOOTBALL EXCELLENCE



**Building sustainable success across WAFL, WAFLW & our Development Pathways.**

- Deliver consistent WAFL and WAFLW performances, regular finals appearances and challenge for a premiership.
- Foster a strong player culture, leadership standards and professional behaviours.
- Strengthen list management, high-performance programs and coaching frameworks.
- Build a best-in-class metro and regional development pathway to cultivate local / zoned players.
- Align with WAFC competition and pathway reforms to maximise competitive advantage.
- Embed analytics, player welfare and leadership development to support holistic athlete performance.





STRATEGIC PILLARS EXPLORED

# SOCIAL IMPACT & REGIONAL ENGAGEMENT

**Delivering measurable impact across Perth and regional WA.**

- Expand Youth services through stronger case management, data tracking and broader engagement programs.
- Strengthen and create new partnerships with schools, local government and corporate partners to increase reach and resourcing.
- Enhance current and introduce new inclusive programs (All-Abilities, wheelchair football, CALD football and senior participation initiatives).
- Increase access to football and wellbeing opportunities for underrepresented and regional communities.
- Ensure inclusive participation and performance outcomes across our All-Abilities programs.
- Implement three and five year objectives within a Community Impact Framework with dashboards to measure, report and continuously evaluate progress and ensure alignment to our goals.



STRATEGIC PILLARS EXPLORED

# LEADERSHIP, PEOPLE & GOVERNANCE



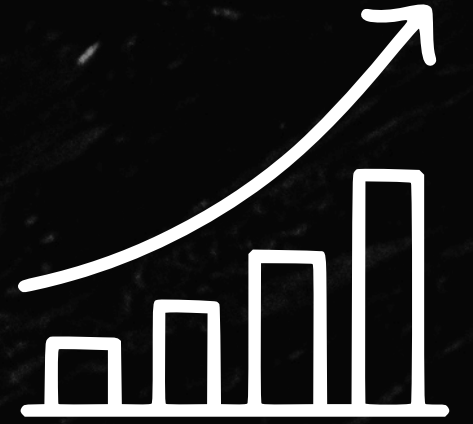
**Building a high-performance, progressive, digitally enabled and well-governed Club.**

- Implement a robust HR and governance framework with clear policies, role clarity and compliance standards.
- Ensure that everyone has a voice. Integrity is critical, if something isn't right our people are encouraged to call it out.
- Strengthen performance management, development pathways and retention to support high-performing staff and volunteers.
- Enhance Board governance through structured induction, training, evaluation and effective committee oversight.
- Improve internal communication and cross-department alignment to break down silos and increase collaboration.
- Securely digitise systems and processes to improve efficiency, reporting and decision-making.
- Foster a strong, unified culture that connects players, staff, volunteers and community through shared values and purpose.



STRATEGIC PILLARS EXPLORED

# FINANCIAL RESILIENCE & COMMERCIAL GROWTH



**Driving diversified revenue, commercial growth and long-term financial sustainability.**

- Increase membership and match-day revenue through enhanced fan experiences and game-day offerings.
- Expand sponsorship and corporate partnerships through stronger networks and tailored commercial products.
- Proactively secure grants and external funding to support social impact programs, football development and capital projects.
- Develop new products, events and fundraising initiatives to unlock additional income opportunities.
- Evaluate and assess the efficacy of programs and initiatives. Be strong in making difficult calls for the greater good of the club.
- Maintain disciplined financial management, healthy reserves, strong liquidity, transparency & accountability.
- Improve financial reporting, forecasting and data-driven decision-making.



STRATEGIC PILLARS EXPLORED

# FACILITY REDEVELOPMENT & PRECINCT VISION



**Transforming Steel Blue Oval into a leading community and high-performance sporting precinct.**

- Deliver Stage 2 of the Steel Blue Oval redevelopment, including design schematics, business case completion and project readiness.
- Secure multi-partner funding across State and Federal governments, local government, philanthropic and corporate contributors.
- Implement staged facility upgrades and interim improvements to maintain momentum and enhance current operations.
- Transform Steel Blue Oval into a vibrant, multi-use community and high-performance sporting precinct with a sound financial model.
- Create modern, accessible facilities that support football excellence, community programs and year-round activation whilst maintaining and protecting our heritage.
- Undertake due diligence and only make evidence based decisions to ensure that they are true to the club's principles and non-negotiables in all facets of these important undertakings.
- Unlock new commercial, community and wellbeing opportunities through improved spaces and precinct use.



# CAPABILITIES UNDERPINNING ALL STRATEGIC PILLARS

**STRONG GOVERNANCE,  
RISK MANAGEMENT &  
COMPLIANCE**

**EFFECTIVE USE OF  
DIGITAL SYSTEMS,  
DATA & AUTOMATION**

**CLEAR BRAND  
IDENTITY & PROACTIVE  
COMMUNICATION**

**STRATEGIC  
PARTNERSHIPS,  
ADVOCACY &  
STAKEHOLDER  
ENGAGEMENT**

**WORKPLACE HEALTH,  
SAFETY & WELLBEING  
STANDARDS**

**STRONG LEADERSHIP,  
INTEGRITY, ETHICS &  
PRINCIPLES**

These enablers strengthen decision-making, improve accountability and ensure we deliver measurable outcomes across football, social impact and commercial performance.

Technology and data will support evidence-based decisions, while strong governance ensures transparency and responsible stewardship of Club resources.



# STRATEGY GOVERNANCE AND REVIEW

- The Strategic Plan 2026 - 2028 is a living document.
- Progress will be regularly reviewed against agreed objectives and KPIs, with reporting to the Board, members and key stakeholders. Strategies will be refined as opportunities and challenges emerge to ensure the Club remains agile and responsive.
- Guided by our purpose, values and alignment with WA Football priorities, Swan Districts Football Club is positioned to grow sustainably - delivering both on-field success and meaningful social impact.





**SWAN DISTRICTS FOOTBALL CLUB STRATEGIC PLAN**  
2026 - 2028

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