

**Swinburne University
Amateur Football Club**



Strategic Plan 2023 - 2027

Stability – Strength – Success

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Club contact details web and social media

Club Website	http://www.swinburnerazorbacks.net
Team App	https://swinburnerazorbacks.teamapp.com
Facebook	https://www.facebook.com/swinburnerazorbacks/ @swinburnerazorbacks
Twitter	@Swinburne_AFC
Instagram	Swinburne_afc
Email	swinburnefootball@gmail.com

Acknowledgement of Traditional Owners

Swinburne University Amateur Football Club ('SUAFC') recognizes the traditional owners of the country, on which we gather, train, and play the sport of Australian rules football. We pay our respects to their culture and Elders past, present, and emerging.

Introduction

SUAFC is immensely proud to launch this strategic plan which charts our course to achieving new heights of success over the next 5 years. Swinburne has always been a fantastic club that provides a uniquely positive, welcoming, and supportive environment for players, members, staff and supporters. However, despite the best efforts of our amazing community, the success which should come to a historic university club has so far eluded the Razorbacks.

With this bold, ambitious, and visionary plan, we proudly state that the era of failing to seize the opportunities available to us is over.

SUAFC is creating its own blueprint for success that will flourish from the solid foundations upon which our great Club was established. Every organisation must evolve, adapt and change over time or it risks decay and collapse. The whole of SUAFC, its committee, players and members, understand that we need to embrace this mindset to succeed, knowing that failure to prepare is preparing to fail and that success off-field drives success on-field.

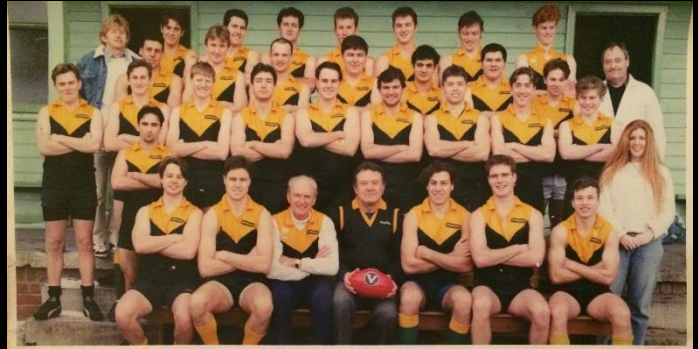
We understand that progress is not linear and even the best laid plans will face challenges and setbacks. This is a living document and it will be subject to regular review and updating as circumstances require or new opportunities unveil themselves. However, as we chart our new course our North Star will be the objective to reach our full potential as a club Club and provide every opportunity for our players to do the same.

To our players, members, staff and supporters we thank you and pledge that your efforts will soon be rewarded, Swinburne is on the rise and determined to succeed.

Carn the Razorbacks!

SUAFC Background

Football has a long and proud history at Swinburne University of Technology. There have been football teams competing for Swinburne since at least 1914 playing their home games at Glenferrie Oval through to the 1960s. If Swinburne traces its history back to these early sides, then it would be the second oldest University football club in the Melbourne and the fifth oldest in the country. However, there are currently no records of Swinburne teams competing from the mid-1960s to the early 1990s although further research is being conducted into this area of Swinburne's history.



One of Swinburne Technical Institute's first teams from 1914 and the first SUAFC team from 1995.

SUAFC was established in 1995 when Swinburne University's first Chancellor, prominent Melbourne businessman Mr Richard Pratt, determined that if the University was to compete with older, more established universities, it would need a football team. With the assistance of the club's first coach, Mr Keith MacKenzie, a team of students was assembled. SUAFC has competed in the Victorian Amateur Football Association ('VAFA') ever since.

In 1995, one Club XVIII played from Rathmines Road Reserve and then in 1996 the club entered divisional football, playing home games at Glenferrie Oval. Despite moving homes twice in its first two years, SUAFC's home ground since 1997 has been St James Park, set amongst a beautiful Victorian-era gardens in Hawthorn. SUAFC acknowledge the historical significance of St James Park as the first home ground of the Hawthorn Football Club.

From 2017 until 2021, SUAFC had a women's team also competing in the VAFA, however, the team was disbanded at the start of the 2022 season, due to low numbers as a consequence of the Covid-19 Pandemic.

Current Status

After two seasons severely impacted by the COVID-19 Pandemic, SUAFC had a mixed season in 2022, losing its women's team, but seeing its seniors play off in the Division 4 Grand Final. In the 2023 season, SUAFC will enter a men's seniors and reserves team, returning to Division 3 for the first time since 2018. SUAFC is in a strong financial position, has an energetic & cohesive committee, a young, large and developing squad, and is well-placed to grow in coming seasons.

Vision

To strengthen and grow SUAFC in all off-field aspects so it achieves its full potential and provides every opportunity to its players to do the same with the belief that this will ensure sustained on-field success.

Core Values

SUAFC's core values are the fundamental beliefs which drive us forward. These values dictate our conduct and inform ensures every decision will be made in the best interests of the Club. Adhering to the Club's core values is paramount for all players, staff, committee, and members.

Respectful: All SUAFC players, staff, members, and supporters will at all times show respect to one another, the community and stakeholders.

Supportive: All SUAFC players, staff, members, and supporters will support each other as a club in our goals and recognise that everyone is welcome to participate at SUAFC regardless of experience, skill level or ability.

Inclusive: All persons will be welcome at SUAFC to share our love of the game regardless of background, belief, gender, sexuality, or ability. SUAFC takes a zero-tolerance approach to racism, homophobia, ableism, sexism, and intolerance of any kind.

Strategic: SUAFC will be considered, thoughtful, focused and deliberate in pursuing its objectives and goals on field and off field.

Dynamic: SUAFC will be flexible when needed to ensure progression as a club and adapt to changing circumstances to overcome challenges and seize opportunities.

Bold: SUAFC will not be afraid to chart a different path, set ambitious targets, or fiercely advocate for the club's objectives or its players' needs.

Mission Statement

Our constitution states "The purposes of the association are to be an Australian Rules Football club that provides opportunities to participate in and support the Association with a particular focus on students and alumni of the Swinburne University of Technology."

SUAFC will continue to achieve its mission by providing a fun, supportive and safe sporting environment for all members but to especially serve Swinburne students and alumni. The club aims to achieve this by providing the necessary facilities, support structures and encouragement to allow all players, staff, members and supporters the opportunity to reach their full potential with the continued assistance of the Swinburne University of Technology.

Key objectives

Over the next 5 years to 2027, SUAFC's mission will be to achieve the following seven key objectives:

1. Returning to women's football and entering women's divisional football for the first time
2. Achieving gender equity in all aspects of SUAFC operations with particular regard to playing numbers and committee representation.
3. Welcoming and providing ongoing support to a playing group that is more representative of the diversity of the Swinburne University student body.
4. Increasing our football operations capacity to ensure we give ourselves the best opportunities for success whilst ensuring our player's health, fitness and overall wellbeing are supported.
5. Strengthening our relationship with key stakeholders including Swinburne University, the VAFA, all levels of Government and the wider community as well as former players and coaches.
6. Delivering consistent budget surpluses built upon a stable, well-resourced, effective, and productive committee.
7. To move our home ground from St James Park to Glenferrie Oval once redevelopment works there are completed.



Over the next five years SUAFC plans to move to Glenferrie Oval, strengthen its relationship with Swinburne University and its students and relaunch its womens' side.

I. Governance, management, and administration

I.1. Gender Equity and Committee Resourcing

- I.1.1. Achieve gender equity in all aspects of SUAFC by 2027 including approximately equal representation in our playing group, coaching staff and committee.
- I.1.2. To have a stable and well-resourced committee that maintains purpose, direction and capacity through organised and planned changes in personnel whilst continuing to engage in opportunities to develop skills and knowledge.
- I.1.3. Embrace a 'flat' management structure and culture that maximises potential by promoting the maxims of *everyone is a leader and all people should be allowed to speak for themselves, and their voices should be heard.*
- I.1.4. Develop a system for recruiting, retaining and recognising volunteers and their contributions and ensuring that there are rewarding opportunities for people to become part of the SUAFC community in a non-playing and non-coaching capacity.

I.2. Policies, Constitution and Reporting

- I.2.1. To develop a range of guidelines and policies that ensure proper oversight and governance of all Club activities.
- I.2.2. Provide a channel for anonymous reporting by players, staff, volunteers and external stakeholders.
- I.2.3. Conduct annual review of SUAFC constitution to ensure it remains current and fit for purpose.

I.3. Player management

- I.3.1. Produce and annually review a Club manual for players which provides easy reference, guidance and support on regular issues including but not limited to event calendar, insurance queries and fee support.
- I.3.2. Ensure that Club rules and policies are easily accessible and understood by club members. This will include an annual presentation to players setting out expectations and processes for the season.



SUAFC is proud to be a club where all are welcome and will strive to ensure our club frameworks truly support and everyone.

2. Stakeholder engagement

2.1 Swinburne supporters and Old Razorbacks

- 2.1.1 Retain ex-players as members, supporters, staff and volunteers after they have ceased playing and encourage attendance at games through formalised relationship with revamped Old Razorbacks Association.
- 2.1.2 Continue to develop SUAFC identity internally and externally and promote to all staff, playing and non-playing members and supporters as well as externally including within Swinburne University and the local community.
- 2.1.3 Redevelop SUAFC logo and develop a clear, distinct brand to be used across SUAFC materials at all events and on Swinburne campus.
- 2.1.4 Continue to recognise, acknowledge, and celebrate significant individual contributions made to SUAFC and induct worthy life members according to specified criteria.
- 2.1.5 Create enjoyable amenity for members, supporters and spectators at home game to entice greater attendance and *one club* feel once women's and men's thirds teams commence playing.

2.2 Local, State and Federal Government and local community

- 2.2.1 Continue to develop relationships with representatives in local, state and federal government and to seek their assistance with other club objectives, most importantly moving the club's home ground to Glenferrie Oval.
- 2.2.2 Develop charitable partnership with charity or charities that aligns with SUAFC's values and engage in regular fundraising from among SUAFC's community.
- 2.2.3 Work with VAFA partners, and local media and produce own media content to promote SUAFC narrative to the broader community and VAFA community. Promote the positive contributions SUAFC makes to the local community in local media, online and to VAFA community.

2.1 Swinburne University of Technology

- 2.1.1 Strengthen SUAFC's relationship with Swinburne University administration and Student Life.
- 2.1.2 Continue to attract Swinburne students as players and make SUAFC the 'first choice' club for all Swinburne students across all campuses.
- 2.1.3 Develop relationships with other Swinburne University clubs and look for areas of common interest where clubs can work on shared goals.
- 2.1.4 Continue to better understand and promote the history of Australian rules football at Swinburne and promote this history within the Club, Swinburne University, and the wider community.

3. Treasury

3.1. Financial management

- 3.1.1. Continue to build a strong financial position by reducing unnecessary costs and increasing and diversifying revenue streams so that SUAFC can invest in key club goals and without overburdening playing group.
- 3.1.2. Effectively and accurately record financial status and communicate this to the committee, players, members, the VAFA, Consumer Affairs Victoria and any other relevant bodies.
- 3.1.3. Maintain annual targets for all revenue sources including but not limited to sponsorship, fundraising, membership, events, canteen, bar and merchandise sales.
- 3.1.4. Undertake a targeted approach to attract sponsors in advance of the forthcoming season and develop relationships with established, well-known and/or local businesses to build brand credibility.

3.2. Fees and merchandise

- 3.2.1. Maintain annual review of player fees to ensure the best value for money for players and increase club appeal, particularly for Swinburne University students.
- 3.2.2. Annually review sponsorship offerings to ensure they represent value for partners and SUAFC.
- 3.2.3. Annually review merchandise suppliers to ensure best value for money and sufficient quality.
- 3.2.4. Develop and implement a grant strategy and maintain efforts to secure grants to maximise opportunities offered by all levels of government and other providers.
- 3.2.5. Review and update canteen menu and equipment to maximise profit whilst remaining affordable and appealing for supporters' members and customers.
- 3.2.6. Open stream for donations from non-playing supporters and philanthropic organisations.
- 3.2.7. Implement digital membership for non-playing supporters and promote packages at game day and online.



SUAFC will develop programs to better recruit more volunteers to join our fantastic community.

4. Coaching and football operations

4.1. Teams and opportunities for competition

- 4.1.1. Return to women's football by 2024 season and enter divisional women's competition by 2025 season.
- 4.1.2. Develop player recruitment plan that ensures that the Club maximises opportunities for growth at all times.
- 4.1.3. Obtain and review biannual feedback from players regarding their playing preferences.

4.2. Home ground and facilities

- 4.2.1. Work with the City of Boroondara and other stakeholders to facilitate a move to Glenferrie Oval once restoration works there are complete.
- 4.2.2. Work with City of Boroondara Council, Swinburne University and other stakeholders to provide facilities which are best in class for all players, staff and supporters and ensure facilities cater to the diverse nature of SUAFC participation.
- 4.2.3. Continue to invest in minor upgrades to St James Park to improve amenity while awaiting move to Glenferrie Oval.
- 4.2.4. Develop clash strip to be used in accordance with VAFA uniform policy.

4.3. Coaching department and player welfare

- 4.3.1. Support and resource to the fullest extent possible a robust coaching department that meets all reasonable needs of players including recruitment of greater number of assistant and line coaches.
- 4.3.2. Create an ongoing program or initiative that focuses on well-being and mental health support for our members. Seek out volunteers within playing group, staff and committee to undertake mental health first aid training.
- 4.3.3. Continue to provide development opportunities for all staff and make part of biannual review.



SUAFC will provide greater opportunities for coaching staff to increase their skills and develop players at all levels.

Appendix: Key Performance Indicators

Year 1 - 2023

- ❖ Teams: 2
 - 2 men's sides
- ❖ Members: 25
- ❖ Sponsors*: 5
- ❖ Annual net profit: \$5,000
- ❖ Instagram Followers '@swinburne_afc': 1000
- ❖ Facebook page likes for 'Swinburne Amateur Football Club': 1,000
- ❖ Twitter followers '@Swinburne_FC': 100

- ❖ Volunteers: 5

Year 2 - 2024

- ❖ Teams: 3
 - 3 men's sides
 - 1 women's sides
- ❖ Members: 50
- ❖ Sponsors*: 10
- ❖ Annual net profit: \$7,500
- ❖ Instagram Followers '@swinburne_afc': 1250
- ❖ Facebook page likes for 'Swinburne Amateur Football Club': 1,200
- ❖ Twitter followers '@Swinburne_FC': 250

- ❖ Volunteers: 10

Year 3 - 2025

- ❖ Teams: 4
 - 3 men's sides
 - 2 women's sides
- ❖ Members: 75
- ❖ Sponsors*: 15
- ❖ Annual net profit: \$10,000
- ❖ Instagram Followers '@swinburne_afc': 500
- ❖ Facebook page likes for 'Swinburne Amateur Football Club': 1,400
- ❖ Twitter followers '@Swinburne_AFC': 750

- ❖ Volunteers: 15

Year 4 - 2026

- ❖ Teams: 5
 - 3 men's sides
 - 2 women's sides
- ❖ Members: 100
- ❖ Sponsors*: 20
- ❖ Annual net profit: \$12,500
- ❖ Instagram Followers '@swinburne_afc': 1750
- ❖ Facebook page likes for 'Swinburne Amateur Football Club': 1,600
- ❖ Twitter followers '@Swinburne_FC': 1000
- ❖ Volunteers: 20

Year 5- 2027

- ❖ Teams: 6
 - 3 men's sides
 - 3 women's sides
- ❖ Members: 125
- ❖ Annual net profit: \$15,000
- ❖ Sponsors*: 25
- ❖ Instagram Followers '@swinburne_afc': 2000
- ❖ Facebook page likes for 'Swinburne Amateur Football Club': 1,800
- ❖ Twitter followers '@Swinburne_FC': 1,250
- ❖ Volunteers: 25

*Includes player sponsors