






Contents

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SECTION 1 EXECUTIVE SUMMARY

- 1.1 Summary Overview
- 1.2 Purpose of Plan

1.1 Summary Overview

In alignment with our foundational mission, PANSA's new business overview reflects our commitment to breaking down social barriers and providing life enriching opportunities for African Australians.

Our operational platforms – partnerships, programs and events – unite individuals from all cultures, genders, sexualities, age groups, religions, and nationalities. Using sport as tool to foster social cohesion, PANSA offers our patrons a consistent place to commune, converse and celebrate!

We recognise that the formation of a strong, harmonious and united community for Australians that are culturally and linguistically diverse (CaLD) allows equality, representation, harmony and fairness, to reside at the core of this future, local community.

Through the creation of a collaborative and inclusive community, PANSA continues the efforts of many African Australians – to overcome disparity, whilst scaffolding a bright future. It is this collective foundation, built upon respect, improvement, friendship and self-belief, that positions us to invoke empowerment and celebrate achievement within Perth's African diaspora.

In an embrace of our core values and beliefs, PANSA is confident that our 2024-2028 Strategic Plan demonstrates the longevity of our commitment to future community needs. In a reflection of our attention to members and participants, our Plan highlights the passion and skills of our Board and management team, in planning ahead for the future of PANSA, our stakeholders, and other interested parties.

As a result, we are confident that our 2024-2028 Strategic Plan demonstrates the long-term sustainability and impact of PANSAs as an organisation. The following reasons detail the purposeful place that PANSAs occupies in our community.

- Focusing on our key objectives and milestones sets our significant, specific, measurable, and achievable "stretch targets" for the following four years.
- Advancing the social and public welfare of people from African-Australian communities is exemplar of our objectives, found in our current strategic plan.
- Recognising the key risks facing us allows for the enactment of the strategies we have in place to address them.
- Analysing our markets, and completing a frank SWOT analysis on our organisation, has directly influenced our business objectives.
- Considering the macro view of our business – by using the best practice methodology, with specific KPI's acting as barometers – ensures the health, future, and "big-picture" focus of the organisation.
- Investing diligently in knowledge management allows us to spot areas of improvement in our operational efficiencies, and leverages a competitive advantage that leads with innovations and the latest technologies available.
- Engaging in regular reviews and investing in necessary management systems ensures that we continually improve how we manage our organisation.
- Working with stakeholders, we have established a sound financial management system.
- Consolidating our long-standing and established business relationships with our key stakeholders grants us confidence in the vitality of our future relationships.
- Changing the community is a positive way drives our ambition for a better, shared future – proving our prerogative and social licence to be as strong as our determination.
- Delivering our services to the highest standard of professionalism and customer service proves that our people achieve our strategic objectives.
- Investing significant times and resources into the development and implementation of our Strategic Plan, grants us confidence in the abilities of our PANSAs Board.

We are very proud of our plan – The future looks bright!



1.2 Purpose of Plan

Our Strategic Plan details PANSAs 2024 to 2028 roadmap. This journey includes our plans for:

-  BUSINESS DEVELOPMENT
-  SOCIAL PROMOTION
-  ORGANISATIONAL GROWTH

Our Strategic Plan will promote PANSAs in the wider WA sports community by providing all members, stakeholders, and relevant, interested parties, with confidence in our mission. Being the only sporting association of its kind, the Plan establishes PANSAs as the prominent charity and not-for-profit organisation in WA that encourages social and cultural inclusivity.

The following pages detail our envisioned future for PANSAs. The Plan assists:

- our future business development,
- our promotional and marketing tactics,
- and our prospective engagement with a sustainable and successful future.

Future business development	Promotion and marketing
<ul style="list-style-type: none"> • Project management and stakeholder engagement • Grant management and future funding • Program development and management 	<ul style="list-style-type: none"> • Existing sponsors • Potential sponsors • Partnerships • Ambassadorial roles • Social and digital media • TV and other media outlets

Sustainable and successful future

Our board is confident in our people, systems and processes. We intend to implement a robust future by:

- producing measurable and sustainable stakeholder satisfaction,
- enabling organisational growth,
- using a consistent framework that details PANSAs operations and plans to cope with inevitable changes in the community and business worlds,
- providing a mechanism for regular communication with stakeholders at all levels,
- establishing a platform for following best business practice and achievement of business objectives,
- and instilling a culture of continual improvement within PANSAs, at board, management, staff, and volunteer levels.





SECTION 2

BACKGROUND

- 2.1 PANSAs Background
- 2.2 Experience
- 2.3 Long Term Context

2.1 PANSAs Background

The social movement that initially lead to the establishment of the Perth African Nations Football Council and subsequently, to the creation of The Perth African Nations Sports Association – PANSAs.

Following its inception in 2008, PANSAs has devoted itself to facilitating ease in the transition of new arrivals from African nations, into their new home in Western Australia, WA – with social inclusion and cohesion always at the heart of our philosophy. Over the years, we have implemented several succession plans, aimed at maintaining and sustaining the organisation. Although PANSAs has a long history of stability and continuity in its operations and its people, our evolution has not always been easy!

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Formative Years

Our formative years are characterised by a consistent overcoming of limited resources and many challenges. However, our collective passion, teamwork and united commitment to bolstering inclusion, highlights the power that a strong, community-engagement and focused approach beholds.

Our early efforts led to many discussions with a variety of community groups. These conversations continue to foreground the "holistic collaborative" slant upheld by all of our stakeholders in the present day.

Working together, formed the basis of the strength that has been the foundation of PANSAs.

Growth Years

Our journey of growth would not have been possible without the tremendous contributions of our formational stakeholders.

We wish to acknowledge the contributions of previous board members, community leaders, volunteers, funding bodies, sponsors, and all other supporters in those early years. Without their support, commitment, vision, and passion, PANSAs would not be the organisation it is today!

The Present

Today, PANSAs is the only African sports association of its kind in Western Australia. It is a registered charity, not for profit incorporated organisation.

PANSAs is managed by a community-focused volunteer board, comprised by members of the community that we support. The talented, committed and passionate group of individuals that lead our organisation each impart their common purpose, vision, mission and drive to the vitality of our future. As laid out in the PANSAs constitution – One Community, One Passion – the board governs, manages and achieves the objectives of the PANSAs charter with this vigour at heart.

Today, PANSAs's expertise can be summarised into three main operational areas:

- Partnerships
- Programs
- Events

The Future

Our future is guided by *The Roadmap to the Future: Strategic Plan 2024-2028*. The strong board and management teams at PANSAs prove their collective impetus for achieving the vision, mission and values noted in our Strategic Plan, with the significant time and resources they invest in its development and implementation.

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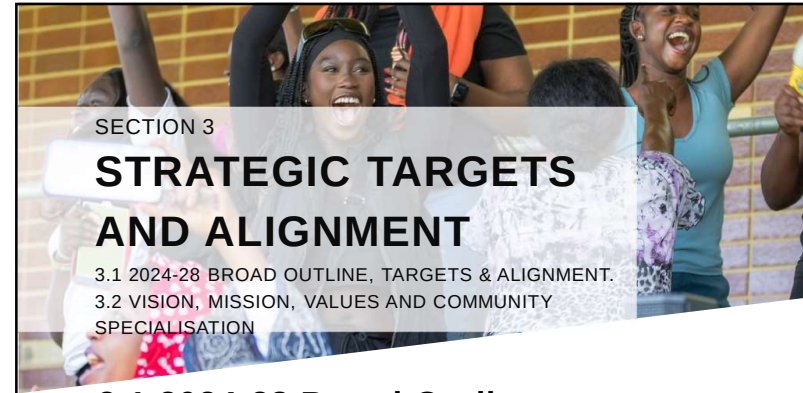
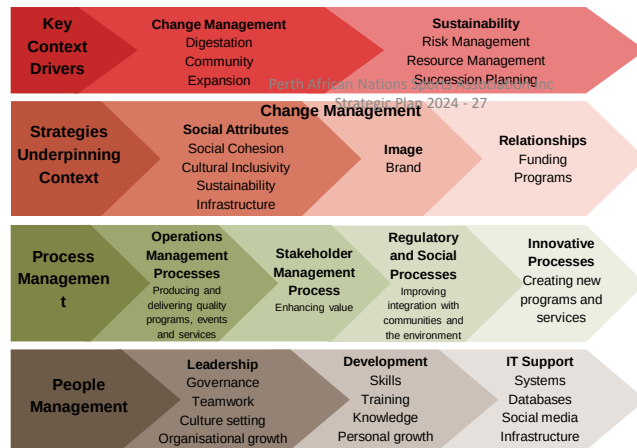
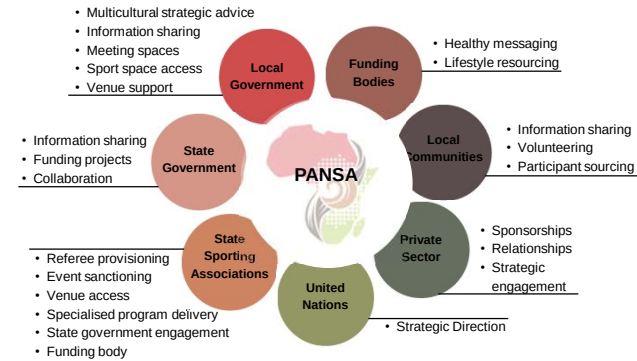
We are very proud of our plan – the future looks bright!



2.2 Experience

PANSA has a wide range of experience in working with the African / Australia community, through its many and varied stakeholders.

Examples of communities that have worked and partnered alongside include:



SECTION 3

STRATEGIC TARGETS AND ALIGNMENT

3.1 2024-28 BROAD OUTLINE, TARGETS & ALIGNMENT.
 3.2 VISION, MISSION, VALUES AND COMMUNITY SPECIALISATION

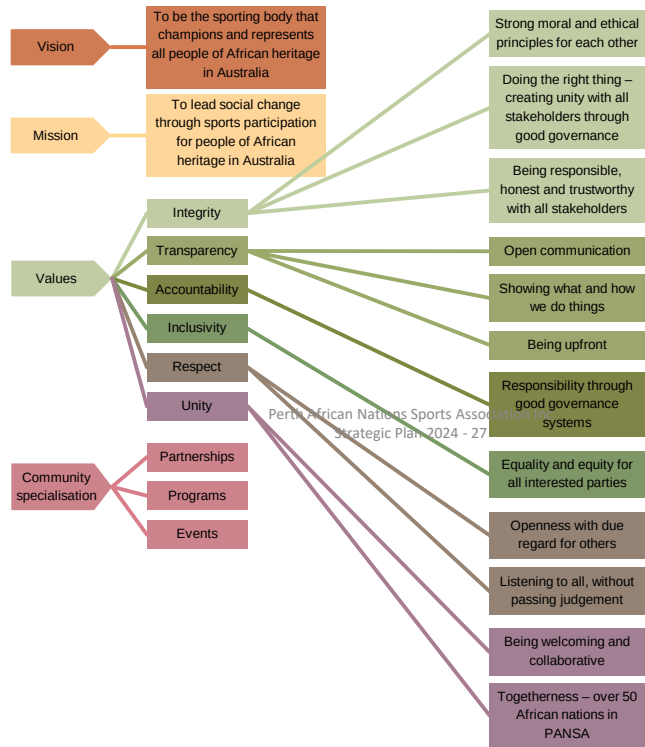
3.1 2024-28 Broad Outline

PANSA Strategic Business Initiatives 2024-2028

2024	2025	2026	2027	2028
Develop marketing and strategy to support initiatives	Develop marketing and strategy to support initiatives	Manage and review marketing strategy	Manage and review marketing strategy	Manage and review marketing strategy
Establish advocacy for the PANSA brand	Be recognised as the peak body for African Sports in Australia	Peak body stakeholder management	Peak body stakeholder management	Peak body stakeholder management
Target critical funding to build capacity	Financial management and capacity review	Financial management and capacity review	Financial management and capacity review	Financial management and capacity review
Operating Revenue Target – \$600k	Operating Revenue Target – \$800k	Operating Revenue Target – \$800k	Operating Revenue Target – \$1 million	Operating Revenue Target – \$1 million
Planning New PANSA home	Finalise plan for new PANSA home in 2028	Commence required infrastructure for PANSA home in 2028	Complete required infrastructure for PANSA home in 2028	Establish head base PANSA home in WA. Move in 2028
Planning Source and appoint CEO for 2025	Appoint CEO			
Planning Regional expansion	Foundation and assessment	Community engagement and partnership building	Program development and implementation	Promotion, sustainability and expansion
Planning International talent support network	Foundation and assessment	Development and implementation	Expansion and support	Sustainability and evaluation
Planning Establish national PANSA branches	Finalise plan, priorities & actions for interstate infrastructure	Establish PANSA branch in SA	Establish PANSA branch in QLD	Establish PANSA branch in NSW

3.2 Vision, Mission, Values and Community Specialisation

PANSA vision, mission, values and community specialisation



SECTION 3

MARKET ANALYSIS AND OPPORTUNITIES

- 4.1 GENERAL MARKET ANALYSIS
- 4.2 KEY CUSTOMER ANALYSIS
- 4.3 KEY SUPPLIER ANALYSIS
- 4.4 KEY COMPETITOR ANALYSIS
- 4.5 SWOT ANALYSIS
- 4.6 SWOT SUB-ANALYSIS (STRENGTHS AND OPPORTUNITIES)
- 4.7 SWOT SUB-ANALYSIS (WEAKNESSES AND THREATS)
- 4.8 PESTLE ANALYSIS
- 4.9 SERVICES AND TARGET OUTCOMES

4.1 General Market Analysis

Our general market analysis includes, but is not limited to, consideration of the following factors:

- Our overall knowledge management gained over many years
- Looking at historical trends and causes of market force changes
- State government fiscal position
- Changes in ownership structures
- Understanding our business and markets e.g. cyclical issues and business “triggers” looking at historical trends that assist PANSAs in planning for and anticipating potential market changes

Our general market analysis covers our core target markets as follows:

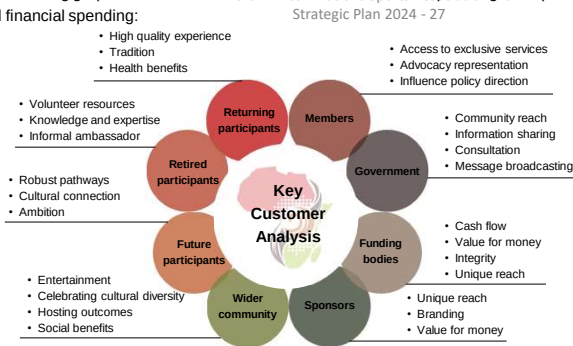


In summary

As a result of our sound marketing strategies developed in previous years and our tenure of the right technologies, PANSAs bears the capacity and workforce to service our targeted markets – PANSAs is well positioned to take advantage of current market opportunities, particularly in partnerships, programs and events planning.

4.2 Key Customer Analysis

The following graph details our core customers in terms of development, growth potential and financial spending:



4.3 Key Supplier Analysis

The following section represents the key criteria for evaluation and re-evaluation of our core suppliers; considering the criticality of supply, community outputs, dollars spent and environmental impact on PANSAs as a business.

Accounting House <ul style="list-style-type: none"> • Accounting support • Payroll • Audit and compliance 	Football West/ Football Futures <ul style="list-style-type: none"> • Referee access • Subsidy support • Accreditation pathways 	Reach to Achieve <ul style="list-style-type: none"> • Strategic planning • Business planning • Governance systems 	Peninsular Australia <ul style="list-style-type: none"> • Policy review • Insurance advice • HR and legal advisory
Local Government Associations <ul style="list-style-type: none"> • Venue access • Knowledge sharing • HR support 	Mango Bites <ul style="list-style-type: none"> • Events • Marketing • Graphic design 	State Sporting Associations <ul style="list-style-type: none"> • HR support • Logistics support • Expertise and advice 	Bekkers IT <ul style="list-style-type: none"> • IT security • IT strategy • IT support
Onside Sports <ul style="list-style-type: none"> • Football equipment • Sponsorship 	Xero <ul style="list-style-type: none"> • Software subscription • Finance and payroll 	Besteam <ul style="list-style-type: none"> • Staff apparel • Official apparel 	Perth Wellness <ul style="list-style-type: none"> • Physiotherapy • First Aid
Ashley Morrison Media <ul style="list-style-type: none"> • MC support 	liNet <ul style="list-style-type: none"> • Internet • Telephones 	First Class Accounting <ul style="list-style-type: none"> • Bookkeeping 	Commonwealth Bank <ul style="list-style-type: none"> • Banking services

4.4 Key Competitor Analysis

Our key competitor analysis represents the current and potential competitors that pose material risk to the longevity of our services. PANSAs utilises competition as a luminary tool, and so, the following risk assessments and summaries highlight our competitors' strengths and our opportunities for growth. Acknowledgement, assessment and action, will ensure a long and bright future for PANSAs and our patrons.

Non-Government Associations

Using sport as a tool, PANSAs's unique advocacy for Perth's African diaspora and their engagement in the wider community sets us apart from direct competition. However, some incidental competition exists among organisations that offer similar programs or services.

Risk Assessment

- **Multicultural Sports Clubs:** Competition for members and resources, due to similar programs and cultural activities.
- **Local Sports Associations:** Direct competition for participation and funding, due to shared, sport-centric approach.
- **Community Sports Leagues:** Potential decline in participation and support, due to similar events and competitions.
- **Youth Sports Organisations:** Decreased engagement of African youth, due to shared demographic.
- **Cultural Associations:** Indirect competition for participation and support, due to potential for similar programs.

Risk Summary

While these organisations may offer similar programs or services, PANSA differentiates itself with specific focus on promoting African sports, fostering cultural exchange, and building a strong sense of community among people of African descent in Perth. Collaborating with these organisations where possible, could also lead to mutually beneficial partnerships and opportunities for shared resources and programming.

State Sporting Associations

PANSA's focus on promoting African sports and engaging African communities, gives us a unique niche within the sporting landscape of Western Australia. While we do not aim to discourage associations that enrich our African diaspora, our key peak bodies for competition – due to athlete interest – are as follows:

- Football West
- Athletics West
- Basketball WA
- WA Football Commission

Risk Assessment

Overall, our predicted risks include: competition for players, resources, and funding. These risks could lead to a decrease in participation and support for PANSA's sport programs.

Risk Summary

Competition for players and resources, potential funding decrease and potential decline in support. By advertising athlete endorsement of PANSA, we can enrich our events and teams with the credibility sought by our outstanding, youth athletes.

Community Non-Government Sector

Pivoting on the axis of sport, our games and training sessions act as the central point for participants to access our support services and engage in the wider community.

Irregardless of our distinctive mission, the following groups may offer alternatives to PANSA's programs and offerings:

- Youth clubs and centres
- fitness centres an gym facilities
- social and recreational clubs
- school sports programs and communities

Risk Assessment

The potential material risks posed by these competitors, include:

- decreased participation rates and risk of youth participation diversion
- reduced funding and sponsorship opportunities
- challenges in retaining community support
- competition for participants' interest

Risk Summary

Despite the competition for participants, funding and support posed by this sector, PANSA's proactive approach to differentiation, collaboration, and targeted engagement can help mitigate these risks and strengthen our essentiality.

Charity Multicultural Sector

PANSA's specific engagement of African communities living in the wider-Perth area, enshrines our organisation as a beacon for migrant support. However, the following groups may weaken our engagement within Perth's diverse African communities, and compete with our initiatives that use sport and recreational activities as a point for communion:

- multicultural youth organisations
- ethnic community organisations
- migrant and refugee support groups
- multicultural community centres

Risk Assessment

- Competition for participation of multicultural youth, leading to potential decline
- Risk of reduced funding and support from multicultural communities
- Direct competition for participation and resources within specific ethnic groups
- Decreased participation rates among multicultural communities

Risk Summary

Overall, the competition posed by these competitors concerns matters of participation and funding. By seeking collaboration with organisations, centres and groups in this sector, we can create mutually beneficial relationships. By making PANSA a household name, we ensure our longevity.

Incorporated Community Sporting Associations

PANSA's advocacy for individual and group sporting growth, for African migrants, sets us apart. However, Perth-based, multicultural sports clubs that too, focus on promoting sports among multicultural communities, pose competition to PANSA.

Risk Assessment

- competition for resources
- decreased funding for PANSA programs
- diverts participation of athletes striving for growth in sports industry
- weakens connection to multicultural homes with athletic children

Risk Summary

PANSA's unique focus on enriching the livelihood of those with African heritage must be advocated for, in the face of these competitors.

Interstate Start Ups

None presently exist with overlap to PANSA's geographical activity area. There is the potential for other organisations to start up aiming to promote African sports and foster community engagement among individuals of African descent across Australia and expand to compete.

4.5 SWOT Analysis

Leading with the perspectives held within our community, the PANSWA SWOT analysis depicts the areas we are currently reflecting on and highlights our future alignment with outcomes that coincide with the heart of our mission – to enrich the livelihood of African-Australians in the wider-Perth community.

	Internal	External
Positive	Strengths <ul style="list-style-type: none"> • Strong sense of purpose, vision, mission, and values, that attract committed volunteers and sponsors • Resilient and established organisation that foundations our opportunities for expansion • Long and successful history of sporting event management, having delivered strategic aims for community enrichment • Advocates our mission and reputation when speaking and acting on behalf of the community • Recognised and strong brand within WA (Top 5) • Reputation for making a positive impact in the community • Established relationships with local businesses, government agencies, and an array of other organisations – their support offers PANSWA access to resources and funding • Knowledgeable and experienced staff members and volunteers • Status as a leader in the WA community • Considerable retained knowledge of Board with diverse strengths • Strong event brand and association with sport for African Australians • Strong community networks and stakeholder relations • Positive social impact through fostered participation • Identified elite sports pathways for participants • Creates a positive social impact through participation and pathways • Continuously proves reliability for stakeholders and members • Creates safe spaces for people to have fun – and speak on behalf of their community, without fear 	Opportunities <ul style="list-style-type: none"> • Establish and build stronger relationships with African-led and focused organisations • Develop marketing strategy to attract new members and further promote PANSWA • Build sponsorship assets and resources, and explore improved sponsorship opportunities • Increase government funding • Analyse PANSWA's relations and reflect improvements in future sponsorship opportunities (Top 5) • Access new resources and expand reach through collaboration with other organisations • Use technology and social media to raise awareness and engage supporters • Expand programs and services by meeting increased demand for social and welfare services • Develop corporate social responsibility (CSR) programs, to provide funding and resources • Use enhanced digital technology to communicate and present sport in new ways • Invite new sports to our programs • Create pathways for elite athletes and youth to participate in sport on state, national and international levels • Develop membership in the Perth-metro area • Diversify income, registration restructure and catering • Identify strategic partners, foster networking, and solidify PANSWA ambassador plan • Create appropriate PANSWA sub-committees • Nurture more meaningful participation through volunteer skill-mapping • Explore opportunities to build sporting, social facility, focus to target current social issues and administration headquarters (PAN Sports Centre)

	Internal	External
Negative	Weaknesses <ul style="list-style-type: none"> • Limited governance systems • Limited financial management and budgeting skills • No succession planning or capacity for unplanned loss of Board members • Lack of organisational direction, indecisiveness in decision making processes • Difficulty measuring the impact of programs and demonstrating results to donors/ stakeholders (Top 5) • Limited resources, making it difficult to fund and carry out programs • Dependence on volunteers, who may not always be available or committed • Heavy reliance on Board, comprised solely of volunteers • Small Board, with varying capacities for commitment • Limited operational capacity and resources – no decision-making, paid staff • Small pool of local volunteers, and potential for volunteer fatigue • Limited marketing and social media planning • Lacking foundations for communication • Dependent on PAN Cup income 	Threats <ul style="list-style-type: none"> • Competition with other charities and non-profits for resources, funding and support • Social media misuse, generating negative impact • External consultant dependence, such as HR and accounting • Heightened costs for program delivery and event management • Limited availability of suitable venues (Top 5) • Competing dates with competitor events • Economic downturns, leading to decreased funding and support • Government policy or regulation changes that stifle PANSWA's ability to carry out its work • Public scepticism about the effectiveness of charities and non-profits, making it difficult to attract and retain supporters • COVID-19 restrictions on sport participation and spectatorship • Health and safety fears held by members, leading to reduced participation and attendance, and low membership • Heightened costs for event infrastructure and insurance • Limited transport options to events • Extreme weather conditions: rain, heat, or fire • Grant program cancellation • Negative perception of African-Australian community • Intermittent funding and resourcing • Unexpected changes in community needs • Misadventure and public issues, impacting reputation

4

4.6 SWOT SUB Analysis Strengths and Opportunities

In the following pages, we break down and provide extensive detail into the top 5 strengths and opportunities found within PANSAs current operational system. These strengths and opportunities offer us strategic advice and direction for PANSAs future.

Top 5 Strengths	Top 5 Opportunities
Strong sense of purpose, vision, mission, and values, that attract committed volunteers and sponsors	1 Establish and build stronger relationships with African-led and focused organisations
Resilient and established organisation that foundations our opportunities for expansion	2 Develop marketing strategy to attract new members and further promote PANSAs
Long and successful history of sporting event management, having delivered strategic aims for community enrichment	3 Build sponsorship assets and resources, and explore improved sponsorship opportunities
Advocates our mission and reputation when speaking and acting on behalf of the community	4 Increase government funding
Recognised and strong brand within WA	5 Analyse PANSAs relations and reflect improvements in future sponsorship opportunities



4

Strength 1

Strong sense of purpose, vision, mission, and values, that attract committed volunteers and sponsors

Volunteer engagement and retention

- Develop a volunteer recognition program that celebrates their contributions to sustain PANSAs mission and values.
- Train, support and empower volunteers to become PANSAs ambassadors, encouraging pride and recognition of their efforts.

Sponsorship and partnership development

- Leverage PANSAs strong sense of purpose to attract like-minded sponsors and partners committed to community enrichment.
- Create tailored sponsorship packages with meaningful benefits and opportunities for sponsors to showcase their support for DEI and youth development through sports.

Strategic communication and branding

- Develop a compelling narrative that communicates PANSAs core and impact to future volunteers/ sponsors/ stakeholders, highlighting opportunities for involvement.
- Utilise social media, websites, newsletters and community events to reinforce PANSAs brand identity and engage target audience.

Capacity building and leadership development

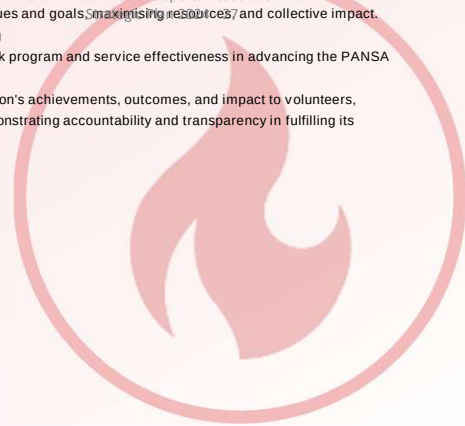
- Invest in leadership development programs for volunteers and staff, providing opportunities for skill-building, mentorship, and personal growth aligned with PANSAs values and mission.
- Foster a culture of continuous learning and innovation through encouraging existing volunteers and staff to contribute ideas and initiatives that advance PANSAs strategic objectives.

Stakeholder engagement and communication

- Establish reliable communication channels and forums for volunteer, sponsor, community partner, and stakeholder input and feedback to shape PANSAs activities and priorities.
- Seek opportunities for collaboration and joint initiatives with like-minded organisations and agencies that share PANSAs values and goals, maximising resources and collective impact.

Impact measurement and reporting

- Develop KPIs and metrics to track program and service effectiveness in advancing the PANSAs mission.
- Regularly report on the organisation's achievements, outcomes, and impact to volunteers, sponsors, and stakeholders, demonstrating accountability and transparency in fulfilling its purpose and vision.



Strength 2

Resilient and established organisation that foundations our opportunities for expansion

Brand expansion and awareness

- Develop a comprehensive brand expansion strategy to increase PANSAs visibility and recognition within the local community and beyond.
- Utilise a multi-channel approach, including social media, community events, partnerships, and traditional marketing efforts, to reach new audiences and enhance brand awareness.

Diversification of programs and services

- Identify new sports programs and services that align with PANSAs mission and values, catering to the diverse interests and needs of the community.
- Explore opportunities to introduce recreational and competitive sports leagues, clinics, workshops, and cultural events that appeal to different age groups and demographics.

Geographic expansion

- Assess the feasibility of expanding PANSAs reach to the wider-Perth area with sizeable African communities, appealing to potential demand for sports and cultural programming.
- Establish partnerships with local organisations, schools, and community centres in target areas to facilitate program delivery and community engagement.

Strategic partnerships and alliances

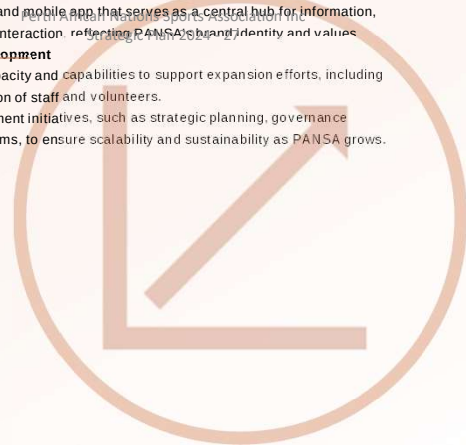
- Forge strategic alliances with sports federations, governing bodies, and relevant stakeholders to enhance PANSAs credibility, access resources and facilitate growth and collaboration.
- Explore partnerships with corporate sponsors, philanthropic foundations, and government agencies to secure funding and support for expansion initiatives.

Technology and digital engagement

- Embrace digital technologies and online platforms to enhance PANSAs reach and engagement with its target audience, including virtual events, online registration, and interactive content.
- Develop a user-friendly website and mobile app that serves as a central hub for information, communication, and community interaction reflecting PANSAs brand identity and values.

Capacity and organisational development

- Strengthen PANSAs internal capacity and capabilities to support expansion efforts, including recruitment, training, and retention of staff and volunteers.
- Invest in organisational development initiatives, such as strategic planning, governance structures, and operational systems, to ensure scalability and sustainability as PANSAs grows.

**Strength 3**

Long and successful history of sporting event management, having delivered strategic aims for community enrichment

Expand sporting events portfolio

- Diversify current range of sporting events, using PANSAs expert event management to do so.
- Host larger-scale tournaments, leagues, and championships in collaboration with local sports organisations and governing bodies to attract and enhance wider-community participation.

Community outreach and engagement

- Develop targeted outreach programs to engage with diverse communities within Perth, including marginalised groups and underrepresented populations.
- Organise sports clinics, youth camps, and cultural festivals, that foster social cohesion, promote healthy lifestyles, and provide opportunities for skill development and personal growth.

Partnership development and collaboration

- Strengthen partnerships with local government agencies, schools, community organisations, and businesses to leverage resources, expertise, and networks in support of PANSAs community engagement initiatives.
- Collaborate with like-minded organisations and stakeholders to co-create and co-deliver schemes that address shared priorities and maximise impact within the community.

Youth development programs

- Expand PANSAs youth-centric programs to provide comprehensive support and mentorship for young athletes from diverse backgrounds – training, coaching, and education included.
- Implement life skills workshops, leadership training, and career development initiatives to empower youth participants to succeed both on and off the field.

Evaluation and continuous improvement

- Establish robust monitoring and evaluation mechanisms to assess the impact and effectiveness of PANSAs community engagement strategies and sporting events.
- Seek participant, volunteer, and stakeholder feedback to identify areas for improvement and innovation and ensure that PANSAs remains responsive to evolving community needs.

Capacity building and training

- Invest in professional development and training for event staff, volunteers, and partners.
- Provide resources and support to build organisational capacity in marketing, fundraising, and strategic planning, enabling PANSAs to sustain its success and achieve long-term objectives.
- Build organisational capacity for marketing, fundraising, and strategic planning to achieve long-term objectives and make success sustainable for PANSAs.

Promotion of social impact

- Highlight personal/ community success stories, testimonials and data, facilitated by PANSAs.
- Engage with media outlets, influencers, and online platforms to amplify and raise awareness of PANSAs contribution to community development and social change.

By implementing these strategic action plans, PANSAs can leverage its strengths in sporting event management and community engagement to deepen its impact, expand its reach, and strengthen its position as a leading advocate for sports, culture, and social development in Perth.

4

Strength 4

Advocates our mission and reputation when speaking and acting on behalf of the community

Policy advocacy and representation

- Utilise PANSA's reputation for advocacy to engage policymakers, government agencies, and stakeholders in espousal of policies/ initiatives that promote DEI, and access to sports and recreational opportunities for African communities.
- Participate in policy forums, advisory committees, and advocacy campaigns to platform the voices and perspectives of African Australians in decision-making processes.

Community engagement and empowerment

- Empower African Australians with the knowledge and skills to advocate for their rights and interests (training workshops, civic engagement, and community organising included).
- Provide resources and support for community-led initiatives that address systemic barriers and inequalities in areas such as education, employment, health, and social services.

Media and communications strategies

- Develop a targeted media and communications strategy to raise awareness about PANSA's advocacy priorities – using the platform to highlight key issues facing the African community, and amplify voices of marginalised individuals and groups.
- Share personal narratives, testimonies and data that illustrate the impact of PANSA's advocacy on traditional media outlets and social media platforms.

Research and data collection

- Conduct research and data collection to gather metrics that support PANSA's advocacy goals, and reinforce policy reform and investment in community-based programs/services.
- Collaborate with academic institutions, research organisations, and government agencies to access relevant data sources and build a robust evidence base for advocacy campaigns.

Legal advocacy and support services

- Provide legal advocacy and support for individuals and families within the African community who are facing discrimination, injustice, or systemic barriers to rights and entitlements access.
- Partner with pro bono legal clinics, advocacy groups, and human rights organisations to offer legal advice, representation, and referrals to those in need of assistance.

Evaluation and impact assessment

- Regularly evaluate the effectiveness and impact of PANSA's advocacy efforts through feedback mechanisms, surveys, and qualitative assessments.
- Document success stories, case studies, and policy outcomes to demonstrate the tangible results of advocacy initiatives and inform future strategic planning and decision-making.



4

Strength 5

Recognised and strong brand within WA

Brand expansion and diversification

- Capitalise on PANSA's strong brand recognition to diversify offerings, beyond sports events, and into cultural festivals, educational program, community outreach initiatives, and the like.
- Develop branded merchandise/ promotional materials to enhance visibility and reinforce brand identity as a leading advocate for African sports, culture, and community development in WA.

Strategic partnerships and sponsorships

- Leverage PANSA's strong brand reputation to attract and align philanthropic foundations, corporate sponsors, and government agencies, with PANSA's values and mission.
- Form strategic, reciprocal partnerships with WA-based organisations, businesses, and institutions to co-create and co-brand events, programs, and initiatives.

Digital marketing and social media engagement

- Invest in targeted digital marketing campaigns/ social media strategies to reach broader audiences and engage followers across main social media platforms.
- Create compelling content (videos/ blogs/ infographics) to showcase PANSA's achievements, activities, and impact, while encouraging audience interaction and participation.

Community events and sponsorship activations

- Host signature events and community gatherings under PANSA's brand (cultural showcases/ annual sports tournaments/ fundraising galas) to strengthen loyalty and stakeholder relations.
- Offer sponsorship activation opportunities for corporate partners showcasing their support of PANSA's mission and engage attendees in promotional activities (signage/ samples/ activities).

Media relations and publicity

- Cultivate relationships with local media outlets, journalists, and influencers to secure press coverage and media placements to raise awareness about PANSA's brand/ activities/ impact.
- Develop a proactive media outreach strategy to pitch stories, press releases, and op-eds highlighting PANSA's unique value proposition and contributions to the WA community.


Brand ambassador program

- Recruit influential individuals, celebrities, athletes, and community leaders to serve as brand ambassadors, representing PANSA's values and advocating for its mission across platforms.
- Provide brand ambassadors with training, resources, and support to effectively communicate PANSA's key messages and engage with their networks to amplify PANSA's reach and impact.

Continuous brand monitoring

- Implement mechanisms to monitor and measure brand perception (surveys/ focus groups/ sentiment analysis) to ensure alignment with PANSA's goals and values.
- Use insights from brand monitoring and evaluation to inform strategic decision-making, refine messaging/ positioning, and address emerging challenges or opportunities to strengthen brand.

By implementing these strategic action plans, PANSA can leverage its strong brand recognition within WA to increase engagement, attract support, and drive positive impact for African sports, culture, and community development initiatives in the region.



4

Opportunity 1

Establish and build stronger relationships with African-led and focused organisations

Community engagement initiatives

- Host regular community forums/ town hall meetings/ focus groups to gauge the needs, interests, and priorities gather of African community members on sports/ culture/ community development
- Organise cultural events, workshops, and networking opportunities that celebrate the diversity and heritage of African communities in Perth, fostering a sense of belonging and solidarity.

Stakeholder mapping and relationship building

- Conduct a comprehensive stakeholder mapping exercise to identify key external and internal stakeholders within the African community (individuals, organisations, leaders, and influencers).
- Develop tailored engagement strategies and outreach plans to build meaningful relationships with identified stakeholders, based on their interests, values, and areas of expertise.

Partnership development and collaboration

- Initiate dialogue and collaboration with African community organisations, cultural groups, religious institutions, and businesses to explore potential partnerships and joint initiatives.
- Identify goals and priorities shared with external stakeholders, and co-create programs, events, and projects leverage PANSAs expertise to address community needs and aspirations.

Capacity building and empowerment

- Offer capacity-building workshops, training sessions, and mentorship programs to empower African community leaders, volunteers, and organisations with skills and resources to enhance their effectiveness and impact.
- Facilitate knowledge-sharing and peer learning opportunities among African stakeholders, creating platforms for collaboration, innovation, and collective problem-solving.

Youth engagement and leadership development

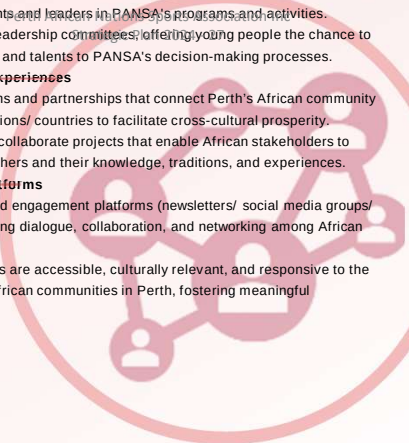
- Prioritise youth engagement and leadership development initiatives that empower young Africans to become active participants and leaders in PANSAs programs and activities.
- Establish youth advisory councils/ leadership committees, offering young people the chance to contribute their ideas, perspectives, and talents to PANSAs decision-making processes.

Cultural exchange and partnership experiences

- Facilitate cultural exchange programs and partnerships that connect Perth's African community with counterparts in other cities/ regions/ countries to facilitate cross-cultural prosperity.
- Organise mutual visits/ exchanges/ collaborate projects that enable African stakeholders to engage in authentic dialogue with others and their knowledge, traditions, and experiences.

Communication and engagement platforms

- Develop inclusive communication and engagement platforms (newsletters/ social media groups/ and online forums) to facilitate ongoing dialogue, collaboration, and networking among African stakeholders and PANSAs members.
- Ensure that communication channels are accessible, culturally relevant, and responsive to the diverse needs and preferences of African communities in Perth, fostering meaningful engagement and participation.



4

Opportunity 2

Develop marketing strategy to attract new members and further promote PANSAs

Targeted outreach campaigns

- Identify and tailor marketing and outreach efforts to engage key demographics and fragments in Perth (African groups, youth organisations, schools and sports enthusiasts included).
- Utilise both online and offline channels (social media advertising, targeted email campaigns, community events, and word-of-mouth referrals) to reach potential members and boost interest.

Branding and visual identity

- Develop a compelling brand identity and visual language that reflects PANSAs values, mission, and unique selling points, creating a notable presence across all platforms and markets.
- Invest in professional design/ branding services to create eye-catching and memorable logos, graphs, and promotional materials that entice potential members and convey PANSAs energy.

Content marketing and story telling

- Create engaging and informative content (blog posts/ articles/ videos/ testimonials) showcasing PANSAs impact, achievements, and the experiences of its members and participants.
- Highlight participant success stories, case studies, and testimonials to demonstrate the value and benefits of membership, and to inspire others to join and get involved.

Membership benefits and incentives

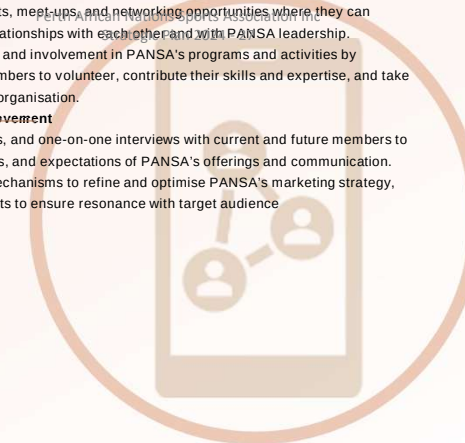
- Develop a compelling value proposition for PANSAs membership that emphasises the unique opportunities, benefits, and experiences available to members (access to discounts on programs, exclusive events, and merchandise), and opportunities for skill development and networking.
- Offer special incentives/ promotions (limited-time discounts/ free trial memberships/ referral bonuses/ limited-time discounts) to encourage new members to sign up and join PANSAs.

Community engagement and participation

- Foster a sense of community and belonging among current and prospective members by organising regular social events, meet-ups, and networking opportunities where they can connect, interact, and build relationships with each other and with PANSAs leadership.
- Encourage active participation and involvement in PANSAs programs and activities by providing opportunities for members to volunteer, contribute their skills and expertise, and take on leadership roles within the organisation.

Feedback and continuous improvement

- Conduct surveys, focus groups, and one-on-one interviews with current and future members to gauge their needs, preferences, and expectations of PANSAs offerings and communication.
- Use insights from feedback mechanisms to refine and optimise PANSAs marketing strategy, messaging, and outreach efforts to ensure resonance with target audience



Opportunity 3

Build sponsorship assets and resources, and explore improved sponsorship opportunities

Develop sponsorship packages

- Create comprehensive sponsorship packages that outline the benefits and opportunities open to potential sponsors (brand exposure, promotional gateways, and event access included).
- Tailor sponsorship packages to suit the needs and objectives of different sponsors (corporate partners, local businesses, philanthropic foundations, government agencies, and the like).

Identify target sponsors

- Research and identify new sponsors who align with PANSA's mission, values, and target audience, locate those with a motive for supporting sport, culture and community development.
- Prioritise sponsors with a track record of investing in similar organisations or causes, as well as those with a strong presence in the Perth community and relevant industry sectors.

Build relationships with prospective sponsors

- Develop dialogue and targeted outreach strategies to build relationships with prospective sponsors (face-to-face meetings, networking events, and personalised communication included).
- Emphasise the mutual benefits of sponsorship, highlight PANSA's programs and services' ability to guide sponsors in achieving their marketing, CSR, and business objectives.

Create compelling sponsor proposals

- Articulate PANSA's value scheme, audience demographics, and specific benefits/ deliverables in sponsor-tailored proposals.
- Communicate PANSA's impact and return on investment to sponsors, using testimonials, case studies, and visuals to build impetus.

Activate sponsors assets

- Activate sponsorship assets and maximise their visibility and impact (using logo placement/ signage/ digital advertising/ social media mentions/ onsite activations at PANSA events).
- Collaborate with sponsors to co-create engaging content and experiences that resonate with PANSA's audience and align with the sponsor's brand identity and marketing objectives.

Provide value add benefits

- Offer enhanced benefits to sponsors, beyond traditional branded exposure, utilising VIP experiences, hospitality packages, exclusive networking, and access to PANSA's resources.
- Explore opportunities for co-marketing and co-branding initiatives that leverage the strengths and resources of both PANSA and its sponsors to amplify reach and engagement.

Measure and report sponsorship impact

- Implement mechanisms to track and measure the impact of sponsorships on PANSA's objectives and the sponsor's return on investment, including metrics such as brand awareness, audience reach, engagement levels, and lead generation.
- Provide regular reports and updates to sponsors on the performance and outcomes of their sponsorship investments, demonstrating the value delivered and identifying opportunities for optimization and improvement.

Opportunity 4

Increase government funding

Engage in advocacy and lobbying

- Engage in advocacy and lobbying efforts to advocate for increased government funding for sports, culture, and community development initiatives, both independently and in collaboration with other stakeholders and advocacy groups.
- Participate in advocacy campaigns, policy forums, and consultations to make known the vital role and positive impact government funding offers organisations that foster community wellbeing.

Participate in government consultations and grant programs

- Engage in government consultations, workshops, and grant applications to provide feedback, input, and suggestions on funding priorities, guidelines, and PANSA-relevant areas of work.
- Ensure that PANSA is well positioned to apply for government grants/ funding opportunities by meeting eligibility requirements, preparing strong grant applications, and adhering to deadlines.

Monitoring funding opportunities and policy changes

- Stay informed about changes in government funding programs, policy developments, and funding opportunities that may affect PANSA's ability to secure government support.
- Adjust PANSA's funding strategy by monitoring government websites, newsletters, and announcements for updates on grant rounds, funding programs, and application deadlines.

Research funding opportunities

- Conduct thorough research to identify government funding programs, grants, and initiatives at local, state, and federal levels, that align with PANSA's mission, objectives, and target areas.
- Explore PANSA's eligibility to apply for funding sources that are dedicated to sports, youth development, cultural diversity, community engagement, and social inclusion.

Build relationships with government officials

- Cultivate relationships with those who have influence over funding allocations/ budget decisions (key government officials/ policymakers/ decision-makers) at local, state, and federal levels.
- Arrange meetings, attend public forums, and participate in advocacy campaigns circulate PANSA's work, demonstrate its impact, and advocate for increased government support.

Align with government policies and priorities

- Align PANSA's programs/ initiatives/ funding proposals with government priorities, policies, and strategic objectives related to sports participation/ cultural diversity/ youth empowerment.
- Position PANSA as a valuable partner and ally to government agencies in achieving their goals and addressing pressing social issues within the community.

Demonstrate value proposition and social impact

- Develop compelling proposals and funding applications that clearly articulate PANSA's social impact, outcomes, and value proposition to the government, highlighting the benefits of investing in PANSA's programs and initiatives.
- Provide evidence-based data, success stories, testimonials, and case studies that demonstrate PANSA's effectiveness in promoting sports participation, fostering social inclusion, and empowering African communities.

By implementing these strategic action plans, PANSA increases its chance in securing government funding to support its programs and initiatives, expand its reach and impact within the community, and achieve its mission of promoting sports, culture, and community development among African communities in Perth.

4

Opportunity 5
Analyse PANSAs relations and reflect improvements in future sponsorship opportunities

Title sponsorship

- Secure a title sponsor for PANSAs flagship events and programs, offering prominent brand visibility and recognition as the official sponsor of PANSAs.

Community engagement initiatives

- Partner with sponsors to support community engagement initiatives, such as youth development programs, cultural events, or grassroots sports initiatives, showcasing the sponsor's commitment to social responsibility and community development.

Event sponsorships

- Offer sponsors branding opportunities, VIP experiences, and exposure to event attendees when they support our tournaments/ competitions/ fundraising events.

Product placement and sampling

- Partner with sponsors to integrate their products or services into PANSAs events or programs, providing opportunities for product placement, sampling, or demonstrations to reach PANSAs audience directly.

Media partnerships

- Form partnerships with media outlets or platforms to amplify PANSAs reach and visibility through media coverage, advertising opportunities, or content partnerships, leveraging the sponsor's media channels to promote PANSAs initiatives.

In-kind sponsorships

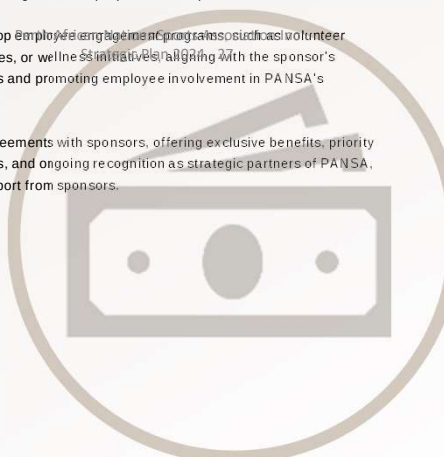
- Secure in-kind sponsorship from businesses or organisations to provide goods or services that fulfill PANSAs operational needs, such as equipment, facilities, or professional services, reducing overhead costs and enhancing the value proposition for sponsors.

Employee engagement programs

- Collaborate with sponsors to develop employee engagement programs such as volunteer opportunities, team-building activities, or wellness initiatives aligning with the sponsor's corporate social responsibility goals and promoting employee involvement in PANSAs activities.

Long term partnership agreements

- Establish long-term partnership agreements with sponsors, offering exclusive benefits, priority access to sponsorship opportunities, and ongoing recognition as strategic partners of PANSAs, fostering loyalty and sustained support from sponsors.

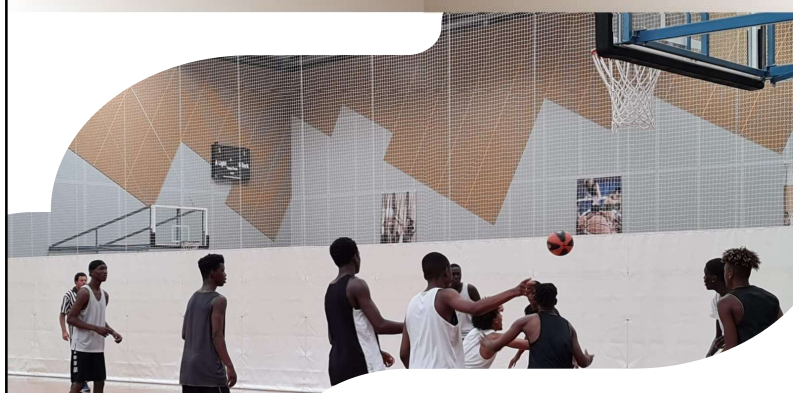


4

4.7 SWOT SUB Analysis Weaknesses and Threats

The following pages break down and provide extensive detail into the top 5 weaknesses and threats that challenge the longevity and sustainability of PANSAs current operational system and offerings. These weaknesses and threats prompt reflection and incite growth.

Top 5 Weaknesses	Top 5 Threats
Limited governance systems	1 Competition with other charities and non-profits for resources, funding and support
Limited financial management and budgeting skills	2 Social media misuse, generating negative impact
No succession planning or capacity for unplanned loss of Board members	3 External consultant dependence, such as HR and accounting
Lack of organisational direction, indecisiveness in decision making processes	4 Heightened costs for program delivery and event management
Difficulty measuring the impact of programs and demonstrating results to donors/ stakeholders	5 Limited availability of suitable venues



4

Weakness 1*Limited governance systems***Develop governance structure**

- Establish a clear governance structure that outlines the roles, responsibilities, and decision-making processes of PANSAs directors board, executive team, committees, and stakeholders.
- Define the board's composition – include qualifications, terms of service, and mechanisms for recruitment, nomination, and election of board members.

Implement governance procedures and policies

- Develop and implement governance policies, procedures, and bylaws to govern PANSAs operations, activities, and interactions with stakeholders.
- Ensure that governance policies cover key areas such as conflict of interest, code of conduct, confidentiality, transparency, and accountability.

Develop board governance structures

- Enhance the roles, responsibilities, and fiduciary duties of board members through offering training, orientation, and ongoing support.
- Establish board committees (finance, governance, and fundraising) to oversee specific areas of PANSAs operations and provide expertise and oversight.

Enhance board effectiveness

- Conduct regular board evaluations and assessments to evaluate board performance, effectiveness, and adherence to governance best practices.
- Implement mechanisms for board self-assessment, peer feedback, and external review to identify areas for improvement and address governance gaps.

Promote transparency and accountability.

- Foster a culture of transparency and accountability by regularly communicating with stakeholders about PANSAs governance structure, processes, and decisions.
- Publish annual reports, financial statements, meeting minutes, and other relevant documents to provide stakeholders with insight into PANSAs governance practices and performance.

Engage stakeholders in governance.

- Involve stakeholders, including members, volunteers, donors, and community partners, in PANSAs governance processes through participation in decision-making, advisory roles, and feedback mechanisms.
- Establish mechanisms for stakeholder engagement, such as advisory councils, focus groups, surveys, and town hall meetings, to solicit input and feedback on governance issues.

Compliance with legal and regulatory requirements

- Stay informed about relevant laws, regulations, and governance standards applicable to nonprofit organisations, sports associations, and charitable entities.
- Establish mechanisms to ensure PANSAs compliance with legal and regulatory requirements, including reporting obligations, tax filings, and corporate governance standards.

Seek external support and guidance.

- Engage legal advisors, governance consultants, or nonprofit experts to provide guidance, expertise, and resources on governance best practices and compliance requirements.
- Leverage peer networks, industry associations, and capacity-building organisations to access training, workshops, and resources on governance-related topics.

4

Opportunity 2*Develop marketing strategy to attract new members and further promote PANSAs***Targeted outreach campaigns**

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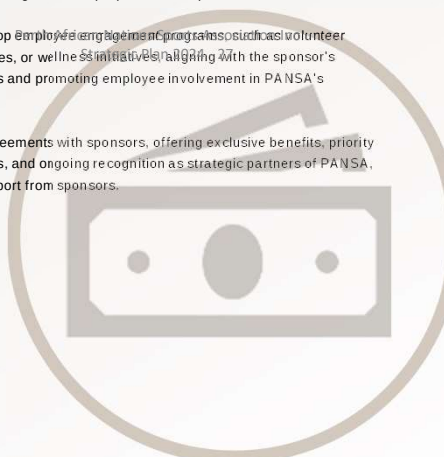
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