

ACTIVATING COMMUNITY

3/4 TIME

UPDATE

MARCH 2021

SWAN DISTRICTS FC
STRATEGIC PLAN
2018 - 2022



OUR PURPOSE

To build community and develop people.

OUR VISION

To be a well-connected and community-engaged football club which improves social outcomes and the sense of wellbeing within our community.

OUR PILLARS

These pillars are the building blocks to achieve our vision. Behind each pillar are clearly articulated strategies, measures and targets. While our loyal and ardent supporters want our rich history respected, we also must focus on the future.

- Developing People - Building our people to help them be the best they can.
- Building Community - Ensuring the Club will be an engaged community enabler.
- Business Sustainability - Improving governance, accountability and being strategically focussed.
- Football - Our foundation allowing us to develop people and bring the community together.



OUR VALUES

These enduring Swan's values represent what we stand for and how we behave. These values are the cornerstone of the club's brand and are to be used to guide our decisions and behaviour.

1. WE ACT WITH INTEGRITY

- We always strive to do the right thing.
- We are 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?

2. EVERYONE MATTERS

- We bring people together.
- We embrace equality.
- We celebrate diversity as an integral part of a united and cohesive community.
- We provide support when it's needed.

ASK YOURSELF

Do my actions show that I care?

3. RAISE THE BAR

- We build people.
- We empower people to be the best they can.
- We are relentless in our pursuit to be our best.

4. WE FLY TOGETHER

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

ASK YOURSELF

How can I best contribute to the team to reach our goals?

- We are Swans forever.

ASK YOURSELF

Do I go out of my way to help others?



OUR OBJECTIVES

WHAT ARE WE TRYING TO ACHIEVE?

DEVELOPING PEOPLE

BUILDING OUR PEOPLE TO HELP THEM BE THE BEST THEY CAN.

Provide a positive, healthy and nurturing environment for our people to aspire to be the best they can.

- Develop an enduring sense of belonging with staff, volunteers, and players.
- Develop and roll out the Club's new code of conduct.
- Develop an employee experience strategy - focusing on physical, cultural, pastoral, and technological environments.

Develop a diverse and inclusive club.

- Create a Diversity and Inclusion Action Plan.
- Create an Anti-Homophobia and Inclusion Framework Statement of Commitment.
- Increase the number of Aboriginal, multicultural, females, people with disabilities, and people identifying as LBGQT participating at the Club (including employees, volunteers, and players).

Develop our people's capability by providing continuing education, training, and well-being.

- Increase continuing education and training seminar/courses completed by employees, volunteers, and players.
- Increase community football volunteers and teachers participating in coaching, wellbeing, and administration education sessions.
- Create and implement employee individual development plans.
- Source relevant training seminars/courses and/or consultants to assist developing and improving Board member knowledge and skills.

Build a strong club culture by our people owning the Club's vision, values, and brand.

- Increase staff, volunteers, players, and members understanding and commitment to the Club's purpose, vision, and values.
- Build a stronger connection to the Club's past WAFL and WAFLW players.
- Develop and deliver a club induction program.



OUR OBJECTIVES

WHAT ARE WE TRYING TO ACHIEVE?

BUILDING COMMUNITY

ENSURING THE CLUB WILL BE A CONNECTED AND ENGAGED COMMUNITY ENABLER.

Build a broader and deeper community engagement strategy.

- Design a service model for the Club's community outreach program with sub-models for each individual program area.
- Create advisory committees, outreach programs, and funding partners targeting the CaLD and Seniors communities.
- Continue to strengthen and resource the Disability Advocacy Inclusion Sub-Committee (DAIS), Swans Aboriginal Advocacy Committee (SAAC) and Young Persons Committees.

Create collaborative mutually beneficial partnerships helping build stronger communities.

- Increase the number of external partners including (but not limited to) government and non-government organisations, corporates, schools and community groups.

Develop, deliver and/or facilitate programs in partnership with the community to improve people's lives.

- Increase the quantity, reach, and number of participants of programs created, funded and delivered by the Club in partnership with external stakeholders.

Establish a strong relationship with community football to increase participation.

- Increase the number of engagement strategies between the Club and schools, junior football clubs and Perth league clubs (including All Ability teams) in the Swan's community.



Design, implement and build a unified and consistent Swans brand.

- Design and implement a brand revitalisation strategy with clear brand values and proposition, and a strategy to unite the Club under one brand.
- Improve club relevance measured by increased membership, home game attendances, participation in community outreach programs, and social media reach and engagement.
- Build a rich, collaborative, and vibrant club ecosystem including WAFL and WAFLW players, talent program players, coterie groups, past players, employees, and volunteers.

Design and implement a social impact evaluation framework measuring the program outcomes throughout the Club.

- Design an impact measurement strategy applicable to all club programs.

OUR OBJECTIVES

WHAT ARE WE TRYING TO ACHIEVE?

SUSTAINING OUR BUSINESS

IMPROVING GOVERNANCE, ACCOUNTABILITY AND BEING STRATEGICALLY FOCUSED.

Build a sustainable economic model by diversifying our revenue opportunities.

- Establish a Benevolent/Gift Fund for the Swan Districts Foundation with DGR status that will provide funding to SDFC to achieve the objects of the gift and Fund.
- Create new community engagement markets and programs.
- Assist the Swan Districts Foundation fundraise in support the Club's community programs.

Review the Club's resource allocation and organisational structure to align with the new vision and strategic objectives.

- Build efficiencies and accountability in a new people focused organisational structure.
- Provide good governance developing transparency and maximising use of resources aligned to the Club's purpose, vision and strategic objectives.

Improve accountability, transparency and become more strategically focused.

- Build and protect a cash reserve balance sheet to achieve a minimum current ratio of 1.5 – 2.0.
- Create a cash reserve policy to be reviewed annually.
- Budget annual club P&Ls with a minimum \$100,000 surplus (not relevant to funded programs).

Build new match day audiences.

- Continue to build a home game value proposition by both an interactive match day activation and community engagement strategy.
- Increase WAFL and WAFLW home game attendances.

- Increase the ratio of child to adult attendances at both WAFL and WAFLW home games.
- Increase the average home game ticket receipt by 10% on 2017 (calculated by gate revenue divided by attendance).

Partner with relevant stakeholders to redevelop the Club's facilities

- Finalise the Bassendean Oval Business Case to meet the Club's requirements and secure external funding.
- Source external capital funding for the Club's facility upgrades and redevelopment including, but not limited to, ground lighting and turf upgrades.

Build a strong risk management and safety culture throughout the Club.

- Continuous improvement of a dynamic club risk management framework.
- Design and implement an occupational, safety and health policy and procedure.
- Implement the recommendations from the A&P Advisory Risk Review (2020).

Strengthen the connection with the Swans community and key stakeholders by developing a strong digital media promotional strategy.

- Create a brand communications strategy assisting deliver a brand revitalisation strategy and improve the Club's social media reach and engagement.



OUR OBJECTIVES

WHAT ARE WE TRYING TO ACHIEVE?

BUILDING A SUCCESSFUL FOOTBALL PROGRAM

THE FOUNDATION ALLOWING US TO DEVELOP PEOPLE AND BUILD COMMUNITY.

Build an enduring and sustainable high performing football program

- Develop, deliver and monitor the Football Strategic Plan 2020 – 2024 building a strong player culture and leadership, and positioning Swans as a destination club for players, coaches, support staff, and volunteers.
- Consistently deliver a top 3 WAFL and WAFLW ladder position, and a Premiership in the near future.

Build a high-quality club based WAFL and WAFLW talent identification and development program.

- Liaise with other WAFL clubs and the WAFC to return the WAFL talent program to the WAFL clubs.
- Liaise with other WAFL clubs and the WAFC to design and fund a WAFLW talent program based at WAFL clubs.
- Deliver a junior football club coach education program.
- Partner with high schools and junior football clubs to assist delivering community football and talent programs.

Build strong and mutually beneficial relationships with the Club's metropolitan and regional zones.

- Build a stronger connection with junior football clubs and metropolitan and regional football Leagues.





**ACTIVATING
COMMUNITY**

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