

# ACTIVATING COMMUNITY

SWAN DISTRICTS FC  
STRATEGIC PLAN  
2018 - 2022



# OUR OBJECTIVES

WHAT ARE WE TRYING TO ACHIEVE?

## DEVELOPING PEOPLE

- Provide a positive, healthy and caring environment for our people to aspire to be the best they can.
- Develop a diversity action plan targeting players, staff, volunteers and the Board to reflect the Swans community.
- Develop our people's capability by providing continuing education, training and wellbeing.
- Strengthen the club's culture by our people owning the club's vision and values.
- Work in partnership with community football to provide career pathways for coaches and administrators.
- Create and retain a connection with past Swans players to assist building the culture of the club.

## BUILDING COMMUNITY

- Create deep and broad community engagement including, but not limited to the Indigenous, youth, seniors, multicultural, football, and people with disabilities.
- Create collaborative dynamic partnerships to build stronger communities.
- Develop programs in partnership with the community delivering social outcomes and sense of wellbeing in the Swans community.
- Partner with community football to enhance its coach education, player promotion, and inclusive programs.
- Increase relevance of the Swans brand by creating a reciprocal sense of belonging with the Swans community.
- Implement a social impact study measuring the success of the club's community outreach program to articulate its benefits to generate additional financial support.

## BUSINESS SUSTAINABILITY

- Build a sustainable economic model by diversifying our revenue opportunities.
- Review the club's resource allocation and organisational structure to align with the new vision and strategic objectives.

- Improve financial accountability, transparency and become more strategically focussed.
- Increase the value proposition of our home games by creating a fan engagement strategy.
- Partner with the Town of Bassendean, WA Football Commission and Department of Sport and Recreation to develop a business case to redevelop the club's facilities to become a financially sustainable community hub.
- Create a function and event promotional strategy to increase the value proposition of our facility.
- Create a dynamic risk management plan identifying opportunities and mitigating risk.
- Develop Board skills, experience and a qualification matrix to attract and retain relevant skilled people to the Board.
- Develop and seek endorsement of a revised club constitution that more accurately aligns with the club's vision and goals.
- Strengthen the connection with the Swans community by developing a strong digital engagement strategy.

## FOOTBALL

- Build a stronger men's football program with high quality players, coaches, administrators and support staff.
- Build a strong women's football program as part of the new women's WAFL aligned competition.
- Partner with the WAFC to build a comprehensive WAFL club-based men's talent development program.
- Assist the WAFC to develop strategies enabling retention of players within the broader WA football system.
- Create a partnership with the West Coast Eagles' Next Generation Academy.
- Partner with community football to build a strong football (male and female) value proposition targeting the Swans community.

## 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 Swans 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.

#### ASK YOURSELF\*

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

### 4. WE FLY TOGETHER

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

#### ASK YOURSELF\*

Do I go out of my way to help others?



# OUR KEY PERFORMANCE INDICATORS

HOW WILL WE MEASURE SUCCESS?

## DEVELOPING PEOPLE

- Number of continuing education, training and wellbeing seminar/courses completed.
- Number of people attending a club-based wellbeing program.
- Staff, volunteer and player understanding, commitment and demonstration to our values.
- Number of joint club and community football coach and administrator development programs conducted.
- Number of Indigenous, multicultural, females and people with disabilities participating at the club.

## BUILDING COMMUNITY

- Partnership with Curtin University and WA Football Commission to measure the social return on investment (SROI) of the club's community outreach program.
- Number of organisations partnering the club such as government and non-government organisations, corporates, schools, and community groups.
- Number of community consultation and engagement strategies conducted by the club.
- Number of programs created, funded and delivered by the club in partnership with various stakeholders.
- Improved club relevance measured by increased membership and home game attendances.

## BUSINESS SUSTAINABILITY

- Build cash reserves to achieve a minimum current ratio of 1:5.
- Build a cash reserve balance sheet by achieving a minimum annual operating profit of \$100,000.
- Achieve a minimum profit margin of 60%.
- Increase home game attendances by 10% on 2017.
- Increase the average home game ticket receipt by 10% on 2017 (calculated by gate revenue divided by attendance).

- Increase the number of functions and events held at Steel Blue Oval by 20% on 2017.
- Review and continuous improvement of the club's risk management framework.

## FOOTBALL

- Participate in a home final in the men's League competition.
- Top three placing in the Rodriguez Shield.
- Participate in a home final in the women's League competition.
- Average of five players transitioning from Colts to Senior football per season.
- Quantitative survey measuring the talent development players sense of connection with the club.
- Average of two players per season drafted to the AFL.



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