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WOLLONGONG AUSTRALIAN FOOTBALL CLUB INC

2009 – 2011 STRATEGIC BUSINESS PLAN



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Executive Summary

The Wollongong Australian Football Club was formed in 1971 by a core group of avid Australian Rules devotees. After winning more premierships than all other clubs combined in the Illawarra Football League, Wollongong made the successful transition to the Sydney Football Association in 1989.

The Wollongong Lions developed into a financially sound and administratively strong force in the Sydney Football League First Division competition. In 2004 the Lions won the inaugural “Club of the Year” award, which recognises on-field and administrative performance. The highlight of that same season was winning the clubs first Senior Premiership in Sydney Football. With an experienced committee and loyal sponsorship base, the club acknowledged the need and responsibility to enter the Sydney AFL Premier Division, a goal that was achieved in 2005.

The purpose of this Strategic Plan is to outline the key initiatives and priorities that will ensure our financial sustainability in the AFL Sydney Premier League, and which will help us develop on-field strength in the short to medium term. With a significant geographical area to draw from, we have sufficient player and financial resources to maintain a competitive Premier League Club.

We believe the goals we have set are achievable in the short term and sustainable over the next 5 years. We have also been mindful of establishing a flexible framework to ensure our club’s sustainability throughout the sometimes-unpredictable football and business environments. It is with confidence and enthusiasm that we embark on our journey towards further financial and on-field success.

OUR MISSION

TO ADVANCE AUSTRALIAN RULES FOOTBALL IN THE ILLAWARRA BY:

- Ø Developing and maintaining a competitive on-field presence in the AFL Sydney Premier League;
- Ø Providing an environment for young players to reach their full potential both on and off the field;
- Ø Achieving excellence in club administration and operations;
- Ø Forging a spirited club that is highly respected in the local community.

OUR PURPOSE

The Wollongong Australian Football Club provides Under 18 and Senior teams for the purpose of competing in the AFL Sydney Premier League. Our aim is to achieve social, football and financial success.

The club exists for the following specific reasons:

- Ø To play Australian Rules Football;
- Ø To promote and develop the game of Australian Rules Football in the Illawarra Region;
- Ø To develop junior footballers and provide a pathway to the AFL draft;
- Ø To support the local community;
- Ø To provide a safe and social environment for players, members, supporters and visitors;
- Ø To retain talented young players in the local region.

SWOT ANALYSIS

STRENGTHS

- Ø Strong club history
- Ø Only Illawarra club competing in AFL Sydney
- Ø Ongoing access to outstanding facilities
- Ø Community minded players and administrators
- Ø Dedicated administrators
- Ø Strong media coverage
- Ø Developing junior base
- Ø Locally established junior development program
- Ø Loyal sponsorship base
- Ø Sound financial position
- Ø Established Under 18's team
- Ø Accredited and committed coaching staff
- Ø Large geographical area to draw from

WEAKNESSES

- Ø Transient player base
- Ø Lack of family involvement
- Ø Financial and time costs of travel to games
- Ø No licensed club
- Ø High workload of small committee
- Ø High reliance on sponsorship funding
- Ø Player retention, particularly Under 18's

OPPORTUNITIES

- Ø Pathway for non-drafted local players after leaving NSW/ACT Rams
- Ø To offer Illawarra residents the chance to play in a high standard of competition without leaving area
- Ø Control of own facility in conjunction with WCC and ICA
- Ø Strategic alliance with AFL club
- Ø Increase participation and revenue in club activities and fundraising

THREATS

- Ø Burn out of committee members
- Ø Competition from Rugby League, Rugby Union and Soccer
- Ø Player recruitment by South Coast AFL clubs
- Ø Presence of Illawarra Junior AFL U17 competition
- Ø WCC administrators appointment 2008-12 & potential removal of focus from community sports facilities
- Ø Difficulty attracting and retaining sponsors in tighter economic climate

STRATEGIC INITIATIVES

- 1. ESTABLISH & MAINTAIN ONGOING LEVEL OF FUNDING REQUIRED FOR PREMIER LEAGUE PARTICIPATION**
 - a) Retain existing sponsors and increase overall sponsorship levels
 - b) Increase Membership
 - c) Increase Crowd Numbers
 - d) Increase Revenue From Functions and Fundraising Activities to become more financially self sufficient

- 2. ACHIEVE A SUPERIOR LEVEL OF PROFESSIONALISM IN CLUB ADMINISTRATION AND OPERATIONS**
 - a) Develop Role Descriptions for Committee Members
 - b) Create Manageable Workloads for Volunteers by Expansion of Current Committee
 - c) Develop Strong Working Relationships Between Committee and Coaching Staff
 - d) Continue to improve liaison between committee and past and present players
 - e) Continue to expand and improve the overall volunteer effort within club, especially from players
 - f) Represented by Administration Incentive rebate
 - g) Represented by level achieved in Quality Club Program

- 3. FOSTER COMPETITIVE PLAYER BASE**
 - a) Continue to Attract Healthy Under 18's Numbers
 - b) Develop a Targeted Recruitment Policy
 - c) Manage Player Welfare
 - d) Retain Local Juniors
 - e) Liaise closely with AFL development officer(s), local players in development squads and all the local junior clubs

- 4. RAISE CLUB PROFILE WITHIN LOCAL COMMUNITY**
 - a) Develop Media / Public Relations Plan
 - b) Promote and Maintain Informative Club Website
 - c) Participate in Community Events
 - d) Enhance Club Profile Through Exemplary Public Behaviour

STRATEGIC INITIATIVE NO 1: ESTABLISH & MAINTAIN ONGOING LEVEL OF FUNDING REQUIRED FOR PREMIER LEAGUE PARTICIPATION

RESPONSIBILITY OF: Senior Committee; Finance Manager, Social Committee

KEY PERFORMANCE INDICATORS: Sign 20 social members in 2009; Increase crowd numbers by 25%; Increase profits from functions by 25%; Increase total level of sponsorship by 15%

OBJECTIVE	ACTION	RESPONSIBILITY
INCREASE SPONSORSHIP	Ø Prepare database of potential sponsors	Finance Manager; Senior Committee
	Ø Review and update current sponsorship package	
	Ø Distribute package to potential sponsors	
	Ø Advertise sponsor package on website	
	Ø Incorporate sponsor details on website	
	Ø Continue to foster positive club/sponsor relationships	
	Ø Introduce members to sponsors	
INCREASE MEMBERSHIP	Ø Prepare database of all current and past members	Senior Committee
	Ø Generate and distribute membership package	
	Ø Hold member friendly functions	
INCREASE CROWD NUMBERS	Ø Send season draw to all past players and members	Senior Committee;
	Ø Utilize local media to promote games	
	Ø Target large local university student population	
	Ø Letterbox drop of season draw in surrounding suburbs	
	Ø Promote increase in number of Saturday home games, and review potential value of more night home games	
INCREASE REVENUE FROM FUNCTIONS AND FUNDRAISING ACTIVITIES	Ø Distribute Social Calendar to past players / members	Social Committee
	Ø Provide incentives for university student population to attend functions	
	Ø Investigate holding a major fundraising activity in conjunction with another club	
	Ø Hold high quality functions	

	<ul style="list-style-type: none"> Ø Provide excellent value for money at all functions Ø Attract non-club members to social events to increase revenue streams Ø Find & foster one significant new fundraising initiative 	
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STRATEGIC INITIATIVE NO 2: ACHIEVE A SUPERIOR LEVEL OF PROFESSIONALISM IN CLUB ADMINISTRATION AND OPERATIONS

RESPONSIBILITY OF: Senior Committee; Football Operations Committee; Finance Manager; Coaching Staff, Players

KEY PERFORMANCE INDICATORS: Result in Club of the Year Award; Feedback from Coaching Staff; Feedback from Committee Members.

OBJECTIVE	ACTION	RESPONSIBILITY
Develop Role Descriptions for Committee Members	Ø Establish committee guidelines	Senior Committee
	Ø Write role descriptions	
	Ø Develop timeframes and lines of responsibility	
	Ø Review & update constitution	
	Ø Ongoing active participation in the NDPST as one of the partners in NDP	
Create Manageable Workloads for Volunteers by Expansion of Current Committee	Ø Identify committee positions required	Senior Committee
	Ø Have committee members fill one committee position only	
	Ø Fill expanded committee positions or utilize subcommittee structures to a greater extent	
	Ø Appoint volunteer co-ordinator	
Develop Strong Working Relationships Between Committee and Coaching Staff	Ø Conduct regular liaison meetings with coaching staff	Football Operations Committee Coaching Staff, Finance Manager
	Ø Seek regular informal feedback from coaching staff	
	Ø Ensure coaches have adequate resources	

	<ul style="list-style-type: none"> Ø Provide funding for coaches accreditation Ø Regular information sessions from Committee to players/coaches on “State of the Club” 	
Gain Maximum Administration Incentive from SFL	Ø All pre/post season documentation completed on time	All
	Ø Attendance at all league meetings	
	Ø All football related documentation and match day requirements completed weekly	
	Ø All weekly Footyweb data entry completed on time	
	Ø Limited discipline breaches and no code of conduct breaches	

STRATEGIC INITIATIVE NO 3: FOSTER COMPETITIVE PLAYER BASE

RESPONSIBILITY OF: Senior Committee; Junior Committee; Club Physiotherapist; Social Committee; Football Operations Committee; AFL Development Officer; Local Senior and Junior Clubs

KEY PERFORMANCE INDICATORS: 50% yearly retention of outgoing Under 18 players; Regular participation in finals; Successfully recruit 2-3 targeted players per year.

Continue to Attract Healthy Under 18’s Numbers	Ø Develop Junior Development Plan with key stakeholders in region	Senior Committee Junior Committee AFL Development Officer Local Senior and Junior Clubs
	Ø Provide player assistance for junior training sessions	
	Ø Provide trophy for all junior club presentation nights	
	Ø Participate in AFL Sydney Club Development Incentive scheme	

Develop a Targeted Recruitment Policy	Ø Determine player budget	Senior Committee Football Operations Committee
	Ø Identify player needs on ongoing basis	
	Ø Maintain UOW Football Scholarships	
	Ø Maintain strong links with Storm Development Squad	

Manage Player Welfare	Ø Look after injured players – free physiotherapy consultation at training, assist with insurance claims	Senior Committee Club Physio Social Committee
	Ø Ensure value for money in registration fees	
	Ø Provide post training meals / refreshments	

Retain Local Juniors	Ø Plan club activities to include player’s families	Social Committee Senior Committee
	Ø Provide club business contacts for player employment	
	Ø Provide friendly social environment and one of healthy competition	
	Ø Foster relations with IJAFL and SCJAFL to improve player transition to senior football.	
	Ø Determine preferred orientation of WAFC junior teams in club’s future, in conjunction with the other area junior teams.	
	Ø Identify and target fundraising for at least one facility improvement initiative for NDP	

STRATEGIC INITIATIVE NO 4: RAISE CLUB PROFILE WITHIN LOCAL COMMUNITY

RESPONSIBILITY OF: Senior Committee; Publicity Officer; All Club Members; Discipline Committee.

KEY PERFORMANCE INDICATORS: Completion of Media Plan in 2009; Weekly media coverage; Website current at start of 2009 season; Publicity Officer and Website Manager appointed by start of 2009 season; All discipline breaches referred to Discipline Committee.

OBJECTIVES	ACTION	RESPONSIBILITY
Develop Media / Public Relations Plan	Ø Appoint Publicity Officer	Senior Committee Publicity Officer
	Ø Identify media outlets and realistic level of coverage	
	Ø Meet with media representatives	
	Ø Establish best means of providing media with relevant information	
	Ø Regularly supply information to media outlets	

Promote and Maintain Informative Club Website	<input type="checkbox"/> Appoint Website Manager	Senior Committee
	<input type="checkbox"/> Regularly review and update information	
	<input type="checkbox"/> Link Website to other relevant sites	
	<input type="checkbox"/> Promote web address on all club communications	
Participate in Community Events	<input type="checkbox"/> Refer all upcoming community events to Senior Committee for consideration of participation	All Club Members Senior Committee
	<input type="checkbox"/> Provide participants to relevant events	
Enhance Club Profile Through Exemplary Public Behaviour	<input type="checkbox"/> Review and distribute Player Code of Conduct	Senior Committee Discipline Committee
	<input type="checkbox"/> Introduce penalties for breaches of the Code of Conduct	
	<input type="checkbox"/> Appoint Club Discipline Committee	
	<input type="checkbox"/> Educate players on standards of public behaviour	