Nhill and District Sporting Club Inc

STRATEGIC PLAN

2015 - 2020

Strategic Plan Adopted: November 2014
Review Date: November 2015
Introduction

Nhill and District Sporting Club Inc
Inc. A2504B

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Email: nhillsportingclub@bigpond.com.au
Website: www.foxsportingpulse.com.au/nhillsportingclub
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Phone: 03 53911494
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Location: Davis Park, Davis Avenue, Nhill VIC 3418
Sports: Cricket, Football, Hockey, Netball, Soccer

The 2015 - 2020 Strategic plan has been developed, agreed to and signed off by the following stakeholders of (name of the organisation):

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<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Signature</th>
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Date: __________________
Executive Summary

The Nhill and District Sporting Club Inc. (NDSC) is an all-inclusive, family friendly sporting organization incorporating Australian Rules football, netball, cricket, hockey and soccer for Nhill and district residents. The NDSC operates from Davis Park under a partnership with local government authority Hindmarsh Shire Council and within regional associations and competitions for each code.

This plan will be used to define the scope of the club’s services, as well as a means of gaining the necessary investments to enhance and develop the club’s facilities and services to its stakeholders. It will also be used on a continual basis in the evaluation of the Club’s mission, goals, and objectives.

The following outcomes reflect what the NDSC wants to achieve over the next five (5) years:

- Sustainable and Compliant Operations
- Attraction, retention and development of players, volunteers and officials
- Davis Park asset development and improvement
- Internal and external communication

The NDSC is focused on improving its financial management practices and reporting methods to assist its long-term financial position, with the aim to be financially sustainable by 2016.

The success of the Sporting Club is highly dependent on its members, whether they are players, official, volunteers or supporters. On-field performance must be matched with off-field participation in the numerous volunteering roles.

Nhill, and the wider Wimmera region is rurally isolated and facing the state wide problem of an ageing population. Also struggling to retain the youth in the region with employment and tertiary study opportunities, there is a limited pool of willing and able participants at the senior sport level in all codes. As a result, the senior teams have suffered competitively and has led to the recruitment of paid players to regional clubs, particularly in football, adding to financial stress on already limited resources.

Attracting, retaining and developing players, volunteers and officials are vital to ensure the club operates at its most efficient levels within legal and social requirements. It also provides Nhill community members with opportunities to give back to the community, and gives the members personal satisfaction and ownership over the club and the wider community. Developing life skills through a safe environment such as the Sporting Club has an on-flow benefit to the wider community.

NDSC offers both junior and senior participants positive learning and team experiences along with the opportunity to create life-long memories in competitive environment.

Junior Development is a core component of the on-field success of the sporting club and assists in retaining these juniors for senior sport participation.

Modern, functional facilities and improvements to Davis Park allow the Nhill and District Sporting Club to host regionally significant events, such as finals, regional and state competitions and showcasing events.

Modern facilities attract and retain professional players, and ensure the sportspeople are safe and supported during their sporting activities at Davis Park. Multi-purpose facilities ensure that other community groups and organisations have access to functional and modern buildings and equipment for other community interests.

Sport and recreation is a vital component to physical and social health and wellbeing in rural communities. The sporting club is not only a place for physical activity, but also a social hub for all community members to enjoy. The Nhill and District Sporting Club aims to provide this to the Nhill and district residents for many generations to come.
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<td>17 - 19</td>
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<td>4: Modern, Functional facilities and improvements to Davis Park</td>
<td>20 - 21</td>
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</table>
The Nhill and District Sporting Club Inc was formed in 2001 with the amalgamation of the Nhill and District Football Club, Nhill Netball Club, Nhill Red and Nhill Blue Cricket Clubs. In 2007 The Nhill Hockey Club joined the Nhill and District Sporting Club bringing with it a new group of members, supporters and visiting teams.

Operating from Davis Park in a partnership with Hindmarsh Shire Council, the Nhill and District Sporting club now comprises of five sports; cricket, football, hockey, netball and the recently established soccer division (at printing Soccer team was not competing at league/association level).

Each sporting code is affiliated with the regional league or association and plays other regional teams. The club is affiliated with the following leagues and associations:

- Wimmera Football League
- Wimmera Netball Association
- West Wimmera Cricket Association
- Wimmera Hockey Association

The Nhill and District Sporting Club is the largest sporting club in the district with a membership base of 580 individuals, made up of 278 players and 302 supporters, 402 adults and 178 juniors.

Nhill is well known in the Wimmera for its travelling supporter base and has positive relationships with opposing clubs.

The club provides a safe, family friendly environment where players, both junior and senior are encouraged to participate in activities both on and off the field.

Each home game sees an army of members volunteering as officials, coaches, team support and catering throughout the day, reflecting the commitment of the community to the future of the Nhill and District Sporting Club.

The sporting club is the hive of activity in any small rural town, and Nhill is no different. Nhill and District Sporting Club prides itself on its hard work ethic, illustrated in the successful 2013 Wimmera Football League and Netball Association Grand Final, held at Davis Park on September 21 2013. This event saw over 5,000 spectators transcend on Davis Park, producing an economic impact of $70,000 to the club and indirect benefits to the town of Nhill and surrounding area.

<table>
<thead>
<tr>
<th>Cricket</th>
<th>Football</th>
<th>Hockey</th>
<th>Netball</th>
<th>Soccer</th>
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</thead>
<tbody>
<tr>
<td>Nhill Tigers</td>
<td>Seniors</td>
<td>Men / Open</td>
<td>A Grade</td>
<td>Nhill Tigers</td>
</tr>
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<td>Reserves</td>
<td>Women</td>
<td>B Grade</td>
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<td>Under 17</td>
<td>Junior</td>
<td>C Grade*</td>
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<td>Under 14</td>
<td>Hook On Hockey</td>
<td>Under 17</td>
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<td>(formerly Minky)</td>
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<td>Under 12</td>
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<td>Under 15a</td>
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<td>Under 15b*</td>
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<td>Under 13</td>
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* submission of grade varies depending on numbers (annually reviewed)
From the development of the 2007 - 2010 Strategic Plan, a unified approach to improving the sporting club’s operations has paved the way for the Sporting Club over a seven-year period.

The 2007 - 2010 Strategic Plan identifies four key focus areas for the club. Consisting of junior development, financial stability and improvements to facilities and communication throughout the club.

During this time, there have been significant improvements to the Sporting Club operations. Key projects that have been completed include:

- Club mobile phone for efficient communication with members for working bees, social events and game day information
- Implementation of Code of Conducts for coaches, players, parents, supporters and officials
- Creation and continual expansion of Nhill Tigers Merchandise, in partnership with local business Cambrelles
- Alternative income streams such as paper collection and five year Sheep Program
- Update of Constitution to reflect all sports within Club
- Major sponsorship deals with local businesses
- Received and continuation of GoodSports Accreditation
- Continual use and content creation for website
- Creation of Tiger Tales publication

The committees of past should be commended on their approach to strategic planning and their passion for continual improvement for the sustainability of the Nhill and District Sporting Club.
VISION

The Nhill and District Sporting Club is a place to go with a family atmosphere to meet, socialize and enjoy sporting activities. It is a club that builds pride and ownership of our community.

Where Nhill and district residents are encouraged to be involved in the club environment, both on and off field. The ethos of fair play and teamwork is promoted while broadening life skills and working towards ultimate success.

MISSION STATEMENT

Provide a successful, safe and friendly sporting environment for all Nhill and district community members.

VALUES

The Nhill and District Sporting Club works towards ensuring the following values are adopted and practised by all members:

- Participation
- Teamwork
- Fair play both on and off the field
- Inclusive
- Honesty and integrity
- Excellence
- Respect
- Fellowship
- Leadership
- Diversity
- Accountability and transparency
- Equality
Current Committee Structure

Executive

- President
- Vice President
- Junior Vice President
- Secretary
- Treasurer

Active Sub-Committees

- Finance
- Player Recruitment
- Works / Major Projects
- Strategic Planning
- Compliance
- Social

General

- Bar
- Catering
- Sponsorship
- Fundraising / Grants
- Grounds
- Senior Football
- Junior Football
- Netball
- Cricket
- Hockey
- IT, Marketing & Promotions
Nhill and District Sporting Club works in conjunction with numerous stakeholders from a wide range of external entities.

Below is the list of Stakeholders for all facets of the Sporting Club:

- Members including players, supporters and volunteers
- Sponsors including National, State, regional, league and local sponsors of all divisions
- Local business and community organisations
- Hindmarsh Shire Council
- Victorian Government
- Governing Bodies
- Wimmera Football League
- Victorian Country Football League
- Wimmera Netball Association
- Netball Victoria
- West Wimmera Cricket Association
- Wimmera Hockey Association
- Hockey Victoria
- Ballarat and District Soccer Association
- Nhill College
- St Patrick’s Primary School
- Nhill Lutheran School
Strategic Plan Background

Building from the 2007 - 2011 Strategic Plan, this document has been developed by the Nhill and District Sporting Club over six months of consultation, planning and research. The 2015 - 2020 Strategic Plan is an important document that identifies future priorities and projects of the sporting club over a five-year period. The Strategic Plan includes detailed information on the core business areas of the club, goals/objectives related to these business areas for the period of the plan and strategies and a timelines to achieve the identified goals and objectives. The plan includes performance indicators for each prioritized goal. The Strategic Plan assists in developing other business plans, such as the financial plan, budget and operational plan for the next 12 - 18 month period.

Consultation Process

This strategy has been completed in consultation with the committee, members, sponsors and external stakeholders.

The following steps have occurred in a comprehensive consultation process:

- Committee feedback on 2007 - 2011 plan
- Including the review and amendment of the vision, mission and objectives
- Online member survey (117 respondents)
- Online sponsor survey (17 respondents)
- Online external stakeholder survey (17 respondents)
- Opposition clubs
- League/association officials
- Other external stakeholders
- Survey results review at Club Open Forum
- Public Comment - August
- Review public feedback
- Adopt final draft at AGM

Questions were tailored to the particular relationship respondent’s encounter with the Sporting Club. The survey responses have assisted obtaining an objective view of current and future operations of the sporting club.

This plan should not be taken out of context. In addition to this Strategic Plan, the Nhill and District Sporting Club aim to implement an operational plan and financial plan. Both short-term documents, these plans will assist in the day-to-day operation of the sporting club, one of the largest community organisations in Nhill. Other Plans and Strategies that have an impact on the sporting club should be noted. These include:

- 2015 - 2025 Hindmarsh Shire Council Recreation Strategy
- 2015 -2020 Nhill Community Plan / Nhill Community Precinct Plan
- 2015 - 2017 Karen Community Plan
The SWOT Analysis is a structured planning method used to evaluate the strengths, weaknesses, opportunities, and threats involved in the strategic direction of the NDSC.

- **Strengths**: internal characteristics of the business or project that give it an advantage over others.
- **Weaknesses**: internal characteristics that place the business or project at a disadvantage relative to others
- **Opportunities**: external elements that the project could exploit to its advantage
- **Threats**: external elements in the environment that could cause trouble for the business or project

### Strengths
- Large member / supporter base
- Davis Park Facilities
- Committee and divisional structure
- Committee members with diverse skills and knowledge
- Skills and commitment of Volunteers
- Visionary Club
- Evolving financial management practices
- Family oriented - safe and friendly environment

### Weaknesses
- Identifying and utilising skills of individuals within club
- Communication
- Limited strategic planning and review
- Authoritative chain of command (acting without committee approval)
- Limited policy and procedure and review
- On-field performance
- Out of date kitchen, bar and club rooms

### Opportunities
- Marketing and promotions - web, social media, traditional media
- Corporate support / sponsorship development
- Government grants
- Introduction of new sports / codes
- New population of Karen community members
- Attracting Nhill expatriates to return to Nhill after further study / employment opportunities elsewhere
- Partnerships with schools and neighbouring clubs with overflow of junior players

### Threats
- Ageing population
- Rural decline
- Increasing operating costs
- Regional pressure for player payments
- Limited sponsorship pool
- Competing clubs and leagues for senior players
- League and Association restructure
- Tertiary / Further education / employment opportunities for young people
- Declining volunteer contribution due to time commitment
- Competition from other sports, activities (cricket competing with tennis, water skiing etc)
The potential projects identified in this strategy pose financial implications to the Nhill and District Sporting Club. The ongoing improvements to the Sporting Club require club-wide participation in not only the identified projects, but in day-to-day operational and game-specific actions.

Hindmarsh Shire Council is dedicated to providing Hindmarsh residents the facilities and services to advance community liveability and health and wellbeing. Through identification in Community Precinct Plans and Recreation Strategies, Hindmarsh Shire Council is committed to improving social infrastructure and facilities within Nhill with sport and recreation accessible to all community members. Hindmarsh Shire Council works in partnership with the Nhill and District Sporting Club to source external funding opportunities through the Victorian and Commonwealth Government.

The Victorian Government provides financial support through specific funding opportunities aimed at increasing participation in sport and recreational pursuits. Government funded projects are at the mercy of the application process and are not guaranteed.

The following projects will depend on substantial financial input from the Nhill and District Sporting Club:

**Infrastructure Projects:**
- Community Pavilion (clubrooms)
- Hockey Pitch
- Football and Netball Lighting
- Netball Court resurfacing

**Recruitment Program:**
- Player Payments
- Local Player Incentive Scheme
- Sponsors Day
- Enrolment of junior players in Wimmera Regional Sports Assembly’s Club Leadership Program
- Player, Official and Volunteer training and development

In addition to financial contribution, the sporting club will require substantial volunteer labour contribution to complete the identified projects. It takes an army of volunteers for the sporting club to operate, both on and off the field. It has been estimated that during a seven-day period, it takes up to 1,200 hours of volunteer time.
### STRATEGIC OBJECTIVE 1: Sustainable and Compliant Operations

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<tr>
<th>Aim</th>
<th>Action</th>
<th>Timeframe</th>
<th>Partner Organisations (if any)</th>
<th>Responsibility</th>
<th>Measure of Success</th>
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<tbody>
<tr>
<td>1.1 Financially self-sustainable</td>
<td>1.1.1 Creation and implementation of financial management plan, policies and procedures.</td>
<td>October 2015</td>
<td>MOR Accountants, Stewart and Lipshut</td>
<td>Treasurer and Finance sub-committee</td>
<td>Financial management plan created and in use by committee.</td>
</tr>
<tr>
<td>1.1.2</td>
<td>Creation of Annual Budget, promoted to members prior to winter season</td>
<td>April 2015</td>
<td>Stewart &amp; Volunteering Western Victoria</td>
<td>Treasurer and Finance sub-committee</td>
<td>Annual Budget created and followed by committee and sub-committees</td>
</tr>
<tr>
<td>1.2 Fully compliant operations</td>
<td>1.2.1 Review of constitution</td>
<td>October 2015</td>
<td>Stewart &amp; Lipshut, Volunteering Western Victoria</td>
<td>Secretary, Compliance sub-committee</td>
<td>Amendments made to the Constitution at 2015 October</td>
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<tr>
<td>1.2.2</td>
<td>Creation, update and implementation of policies and procedures</td>
<td>October 2015</td>
<td>Stewart &amp; Lipshut, Volunteering Western Victoria</td>
<td>Sporting Division responsible for specific policies and procedures</td>
<td>Creation of policies to be adopted by committee and implemented in following season.</td>
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<tr>
<td>Aim</td>
<td>Action</td>
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<td>Partner Organisations (if any)</td>
<td>Responsibility</td>
<td>Measure of Success</td>
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<td>2.1 Improve communication to members</td>
<td>2.1.1 Fortnightly E-Newsletter to all members: club wide events, projects club, individual achievement</td>
<td>Commence November 2014, with emails as needed over summer, fortnightly during winter sports</td>
<td>IT, marketing and promotions, information for e-news to be supplied for portfolio managers</td>
<td>E-newsletter distributed to all members with contribution by all portfolio managers. Utilisation of online tools to measure success of newsletter.</td>
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<td>2.1.2 Specific Emails for each sporting division - rosteres, duties - training, try outs - events</td>
<td>Commence early 2015, fortnightly throughout season</td>
<td>Cricket, Football, Hockey and Netball Directors</td>
<td>Email distributed to members with particular interest in each sport. Utilisation of online tools to measure success of newsletter.</td>
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<td>2.1.3 Further promotion of Tiger Tales publication: - editions on website - editions on Facebook - promotion during Thursday and Saturday announcements.</td>
<td>April 2015</td>
<td>IT, marketing and promotions</td>
<td>Increased readership of Tiger Tales</td>
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<td>Aim</td>
<td>Action</td>
<td>Timeframe</td>
<td>Partner Organisations (if any)</td>
<td>Responsibility</td>
<td>Measure of Success</td>
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<td>2.2 Improve communication to wider community</td>
<td>2.2.2 Promotion and increased use of Facebook Page: - all team announcements - events - community engagement - club and individual achievement</td>
<td>Ongoing</td>
<td>IT, marketing and promotions, information to be supplied for portfolio managers</td>
<td>Facebook Analytics: Increased engagement on Facebook to 1,000 likes (currently 603 likes July 2014)</td>
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<td>2.2.3 Improvements to NDSC website (Sporting Pulse): - Sponsors Page - Update Information - Upload media releases, photos</td>
<td>Ongoing</td>
<td>Cricket, Football, Hockey and Netball Directors</td>
<td>Inclusion of major sponsors logo and listings - connect to their websites. Utilisation of online tools to measure traffic and success of website.</td>
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<tr>
<td>2.3 Acknowledge and Promote Sponsors</td>
<td>2.3.1 Establishment of Sponsors E-Newsletter: - Bi-annual E-news of club activities, events and achievements -</td>
<td>April (pre-season) and July (leading into finals)</td>
<td>Sponsorship Manager</td>
<td>Sponsors E-News distributed. Utilisation of online tools to measure success of newsletter.</td>
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### STRATEGIC OBJECTIVE 2: Stakeholder Engagement and Communication (Continued)

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<th>Aim</th>
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<th>Timeframe</th>
<th>Partner Organisations (if any)</th>
<th>Responsibility</th>
<th>Measure of Success</th>
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</thead>
<tbody>
<tr>
<td>2.3 Acknowledge and Promote Spon-</td>
<td>2.3.2 Sponsors Day</td>
<td>Date TBC</td>
<td></td>
<td>Sponsorship manager</td>
<td>Completion of Sponsors Day with 70% attendance of total sponsors. Follow up survey</td>
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<td>sors</td>
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<td></td>
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<td>to be distributed to determine success.</td>
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<td>2.3.3 Sponsors Logos on loop-</td>
<td>Logos to be collated for 2015 Sponsors</td>
<td></td>
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<td>Sponsorship Manager</td>
<td>Completing of sponsors presentation on Thursdays and Home Games.</td>
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<td>ing presentation:</td>
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<td>- promoted on projector and</td>
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<td>screen on Thursday and Saturdays</td>
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<td>2.3.4 Sponsors Game Entry:</td>
<td>TBC</td>
<td></td>
<td></td>
<td>Sponsorship Manager</td>
<td>Usafe of sponsor game entry tickets and vouchers.</td>
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<td>- 2 free home games, afternoon</td>
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<td>tea and canteen voucher</td>
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# STRATEGIC OBJECTIVE 3: Attraction, retention and development of players, volunteers and officials (All Sports)

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<th>Aim</th>
<th>Action</th>
<th>Timeframe</th>
<th>Partner Organisations (if any)</th>
<th>Responsibility</th>
<th>Measure of Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Player Attraction and retention</td>
<td>3.1.1 Clube-wide recruitment Program and procedures documented</td>
<td>April 2015</td>
<td>All sport portfolio managers, recruitment sub committee</td>
<td>Recruitment of required players for all sports within first year, retention of 70% of recruited players in 2016. Procedures followed and reviewed and implemented.</td>
<td></td>
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<tr>
<td></td>
<td>3.1.2 Review, update and continuation of Football Player Incentive Scheme - with the review to include the potentiality to extend to other sports</td>
<td>March 2015</td>
<td>All sport portfolio managers, recruitment sub committee</td>
<td>Amendments to Incentive Scheme (if required) and report to executive on capacity of program to extend to other sports.</td>
<td></td>
</tr>
<tr>
<td>3.2 Player Training and Development</td>
<td>3.2.1 Enrolment of junior members in Club Leadership Program</td>
<td>March 2015</td>
<td>Wimmera Regional Sports Assembly</td>
<td>Junior Sport Managers</td>
<td>Graduation of at least 2 junior members in Club Leadership Program</td>
</tr>
<tr>
<td></td>
<td>3.2.2 Establishment of Junior Development Programs for each sporting Division - include training in official duties (coaching, umpiring, scoring etc)</td>
<td></td>
<td>WFL Commission - Junior Development</td>
<td>Sporting Division Portfolio Managers, Junior Coaches</td>
<td>Implementation of junior development programs in each sport. At least 3 junior players completing official training each year.</td>
</tr>
</tbody>
</table>
### STRATEGIC OBJECTIVE 3: Attraction, retention and development of players, volunteers and officials (All Sports)

<table>
<thead>
<tr>
<th>Aim</th>
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<th>Responsibility</th>
<th>Measure of Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2 Player Training and Development</td>
<td>3.2.3 Senior player training in official duties (coaching, umpiring, scoring etc) - specialist skill development (coaches in the field etc)</td>
<td></td>
<td>Netball Victoria, AFL, Hockey Victoria, Cricket Victoria</td>
<td>Sporting Divison Managers</td>
<td>At least 4 players from each sport completing training in official duties. At least one specialist skills course/training opportunity in each sport to be held.</td>
</tr>
<tr>
<td>3.3 Retention and development of Volunteers</td>
<td>3.3.1 Establishment of Volunteer Appreciation Event</td>
<td>May 2015</td>
<td>Volunteering Western Victoria</td>
<td>President and Executive</td>
<td>Completion of 2015 Volunteer Event. Survey to be distributed after event to determine success.</td>
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<td></td>
<td>3.3.2 Completion of volunteer training in areas such as: - governance and compliance - coaching - umpiring and official duties - first aid, injury management, strapping</td>
<td></td>
<td>Volunteering Western Victoria, Netball Vic, VCFL, AFL, Hockey Vic, Cricket Vic, St John Ambulance, Wimmera Hub, Nhill Neighbourhood House</td>
<td></td>
<td>At least 10 NDSC members/volunteers to complete training in any accredited course to assist in volunteering opportunities at NDSC.</td>
</tr>
<tr>
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<td>3.5</td>
<td>Inclusion of new sports into the sporting club</td>
<td>3.5.1 Review of feasibility of the inclusion of Tennis into Nhill and District Sporting Club</td>
<td>November 2015</td>
<td>Tennis Victoria, Nhill Tennis Club, Hindmarsh Shire Council</td>
<td>Discussions with Nhill Tennis Club Inc to determine feasibility of inclusion of tennis into NDSC. Identification in Hindmarsh Shire Council’s Recreation Strategy and Nhill Community Precinct Plan.</td>
</tr>
</tbody>
</table>
### STRATEGIC OBJECTIVE 4: Modern, functional facilities and improvements to Davis Park to meet the future needs of the club

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<tr>
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</table>
| 4.1 Improved Infrastructure | 4.1.1 New refurbished clubrooms for multi-purpose use:  
- growing membership base  
- club functions  
- private functions  
- game day official proceedings  
- kitchen and bar  
- secretary office match viewing area  
- parent-friendly area  
- all ability access | Funding Dependent | Hindmarsh Shire Council, Victorian Government | Grants Manager, Grounds Manager | 12 Months: conceptual plans and costings completed for new clubrooms. 2-5 years: grant applications submitted for funding to assist in the construction of new clubrooms |
| 4.1.2 Expansion of existing gym to community gym | Funding Dependent | West Wimmera Health Service, Hindmarsh Shire Council, Victorian Government, Vic Health | Grants Manager, sub committee | Current gym expanded to accommodate community-wide participation. |
### STRATEGIC OBJECTIVE 4: Modern, functional facilities and improvements to Davis Park to meet the future needs of the club (continued)

<table>
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</table>
| 4.1.3 | Davis Park Lighting Upgrade:  
- netball and football lighting  
- night match opportunities  
- night final opportunities  
- VFL / AFL club training opportunities | Funding Dependent | Hindmarsh Shire Council, Victorian Government, AFL Vic, Netball Victoria | Grants Manager, Grounds Manager | Installation of new and upgrade of existing lights to AFL Vic and Netball Victoria night competition standard. |
| 4.1.4 | Resurfacing of netball courts | Funding Dependent | Hindmarsh Shire Council, Victorian Government, Netball Vic | Grants Manager, Grounds Manager, Netball Director | Resurface of netball court to meet current standards and safety requirements. |
| 4.2 | New Infrastructure and facilities | 4.2.1 | Establishment of a synthetic turf hockey pitch / tennis court | Funding Dependent | Hindmarsh Shire Council, Victorian Government, Hockey Vic, Tennis Vic | Grants Manager, Grounds Manager, Hockey Manager | Installation of new synthetic turf for multi-purpose use |