

# ORGANISATION PLAN

## CLUB DETAILS

Name: North Heidelberg Sporting Club

Address: 21 Shelley Street, Heidelberg Heights

Club location: Shelley Reserve

Email: [football@northheidelbergsc.com.au](mailto:football@northheidelbergsc.com.au)

Social Media: [www.northhedelbergsc.com.au](http://www.northhedelbergsc.com.au)

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# HISTORY and PROFILE

The North Heidelberg Sporting Club boasts a proud and successful history since it was founded back in 1958.

It began its origins under the name of the North Heidelberg Football Club participating in the Diamond Valley Football League (DVFL) with its home ground located at Shelley Reserve, Heidelberg Heights where it currently resides today.

Being just five years in existence the senior team tasted premiership success in 1962 and since then has recorded eight senior flags with the most recent being the 2017 Division 2 premiership.

In 2009 the club changed its name to the North Heidelberg Sporting Club incorporating ladies netball with both codes represented in the top division of the Northern Football Netball League which succeeded the Diamond Valley Football League at the start of the 2008 season.



# ABOUT THIS PLAN

*This operational plan has been developed by a forum representing members of the North Heidelberg Sporting Club. It recognizes that whilst there are and will always be individual needs within the Club there is the need to share common goals. It is these common goals that are documented. The plan begins by documenting the following:*

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- **Environment** – An overview of external factors that directly or in directly affects the club.
- **Targets** – The people and organisations we need to communicate to both now and in the future.
- **Positioning** – How are we generally perceived in the community
- **Competitors** – Those who take human resources , time and money that could be utilized in achieving our goals
- **Resources** – What we have to work with.

## SWOT ANALYSIS

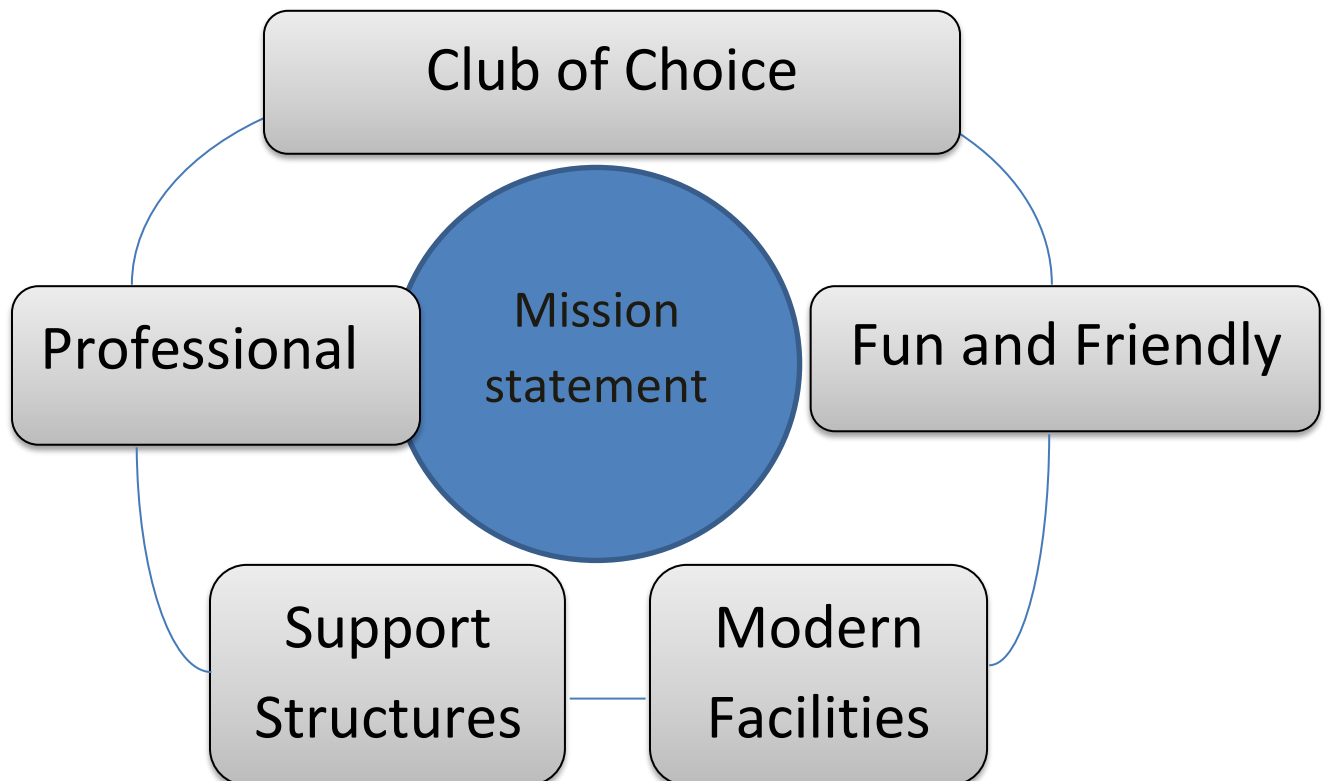
- The plan then focuses on a SWOT analysis, reviewing the strengths, weaknesses, opportunities and threats to the club.
- This strategic document is then supported by a 3-5 year rolling plan that serves as a tool to achieve the clubs goals in the next 3-5 years.

# MISSION STATEMENT

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*To aspire to be a premier community sporting club on and off field in the Northern Football Netball League and enrich the lives of all those who are part of our community.*

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# KEY RESULT AREAS

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*These areas have been identified by the Club as being key performance indicators for long term and sustainable success.*

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- Financial Management
- Football & Netball Operations
- Business Operations
- Modern management and staffing structure
- Community engagement
- Facilities and Infrastructure
- Strong player base with a clear pathway for juniors to progress
- High retention rate of football and netball playing members
- Increasing membership base to 1,000 members

# ENVIRONMENTAL SNAPSHOT

*This strategic plan is prepared with the consideration of the environment as it can be perceived at the time of writing. It is vital to highlight the issues in the general environment that the North Heidelberg Sporting Club operates in and the relevant targets, resources, competitors and finally the positioning of the Club in the community. A summary of these factors includes;*

## 1. GENERAL ENVIRONMENT

- Various sporting clubs exist in the region
- Situated in a growing area of the region
- Increasing external commitments for participants, including work
- Has a strong football and netball culture in the region
- A lot of clubs are competing for the same sponsorship dollars

## 2. TARGETS

- Potential and current players
- Past players
- Junior Football clubs and those we are / are not affiliated with
- Schools
- Universities
- Potential sponsors
- Business community
- Become a Quality Club or Gold Accredited Club according to the Club Improvement Program

## 3. POSITIONING

- Viable and popular club in the competition
- Seen as a traditional club

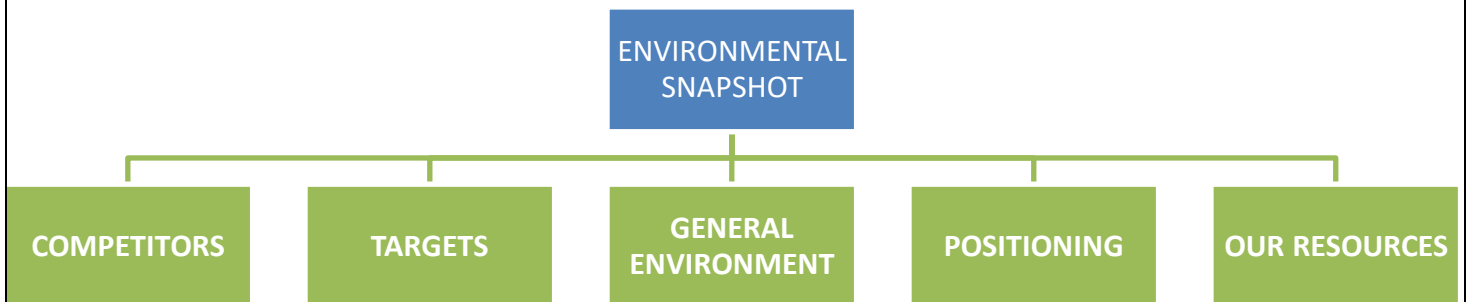
- To be viewed as a wealthy club
- Family and friendly club with great history

#### 4. COMPETITORS

- Other football and netball clubs within area demographic
- Work commitments limiting the ability to attract volunteers

#### 5. OUR RESOURCES

- Club maintained website
- Access NFNL, AFL Vic and North Heidelberg Sporting Club resources
- Quality coaches
- Active, modern and vibrant committee





# SWOT ANALYSIS

## STRENGTHS

- Access to club assets for 12 months of year
- Social media interest in club and increased media exposure
- Excellent stable executive and coaching staff
- A good reputation in football and netball community
- Partnerships with junior football club affiliates
- Club provides an enjoyable environment for players and their families
- Infrastructure development

## OPPORTUNITIES

- Develop and build on strategic relationships with local junior clubs, schools, council and community groups
- Improved transition from juniors to seniors with better coaching networks
- Sponsorship opportunities with local business community
- Widen revenue base with innovative approach

## WEAKNESSES

- Lack of volunteers in certain areas of the club
- Current facilities outdated although further capital works of pavilion scheduled for completion by December 2026

## THREATS

- Other football clubs who are larger in membership
- Area demographic being majority elderly, migrant or socially disadvantaged population
- Need more volunteers to assist with committee succession plan
- Other sporting codes
- Less junior participation that threatens the viability of the club in the future
- Limited business opportunities within area

# OBJECTIVE 1 – TO BE FINANCIALLY VIABLE

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## Key Result Areas

- Financial Management
- Planning
- Grant Funding

Strategies	Actions	Responsibility	Deadline
1. Engage committee members or fundraising team in seeking sponsorship	• Prepare a sponsorship proposal	Sponsorship Manager	Established
	• Plan key events and activities to engage current and potential sponsors		Established
2. Source funding grants	• Identify all grant sources and outline key dates	Finance and Fundraising	All Year
4. To remain debt free	• Utilise budgeting tools as a form of cash control, forecasting cash flow for a two year period	Finance	Established Ongoing
	• Establish a consistent player payment schedule that is aligned with financial commitments	Finance	Established
	• Present a consolidated budget to committee at the beginning of the season	Finance	Established

# OBJECTIVE 2 - ATTRACT AND DEVELOP COMMUNITY BASED PARTICIPATION

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## Key Result Areas

- Quantity of volunteers
- Quality of experience for volunteers
- Quantity of players
- Growth in club participants in the Sporting Club

Strategies	Actions	Responsibility	Deadline
1. Undertake and maintain a coordinated and targeted approach to affiliation with Junior Club partners	<ul style="list-style-type: none"> <li>• Outline club commitments and benefits to junior club(s)</li> <li>• Maintain strong links with Junior Football Club affiliates through connections, email, social media, functions, etc</li> </ul>	President and Executive Committee	All Year
2. Engage the broader community to encourage participation in the North Heidelberg Sporting Club	<ul style="list-style-type: none"> <li>• Engage corporate support and interested parties in key club events eg. Golf day, lunches, \$10,000 draw, etc...</li> <li>• Develop a supporters membership for non-players</li> </ul>	Executive & Sponsorship Manager  Fundraising	All Year  Established with Coterie Groups support

<p>3. To enhance the reputation of the North Heidelberg Sporting Club in the community and attain Bronze then Silver Level Accreditation and ultimately a Gold Level</p>	<ul style="list-style-type: none"> <li>• Complete the application and apply through AFL Victoria</li> </ul>	<p>Executive</p>	<p>Completed 2020</p>
<p>4. To maintain the culture of the Club by educating the players in business operations of the club</p>	<ul style="list-style-type: none"> <li>• Ensure players have an understanding of club activities and operating practices</li> </ul>	<p>Executive</p>	<p>Ongoing</p>

# OBJECTIVE 3 - TO IMPROVE THE EXISTING AND PLANNING FOR A MODERN FACILITY

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## Key Result Areas

- Quality and Facility
- Development of Facility
- Management of Facility

Strategies	Actions	Responsibility	Deadline
1. Develop a partnership with local council to facilitate upgrade of facility	<ul style="list-style-type: none"> <li>• Seek support from local groups</li> <li>• Devise an upgrade proposal</li> </ul>	Executive	Pavilion upgrade by late 2026
2. To source funding to assist in the upgrade of the sporting complex	<ul style="list-style-type: none"> <li>• Apply and undertake process with State Sport and Recreation for facilities funding</li> <li>• Monitor and manage the upgrade of the sporting complex</li> </ul>	Executive	December 2023
3. Develop a facility plan to maintain the quality of the venue	<ul style="list-style-type: none"> <li>• Establish a facility management plan that incorporates:               <ul style="list-style-type: none"> <li>- Signage</li> <li>- Grounds maintenance</li> <li>- Building maintenance</li> <li>- Booking procedures</li> </ul> </li> <li>• Develop partnerships with community-based organisations for the utilisation of the facility</li> </ul>	Executive	Ongoing