



STRATEGIC PLAN

**NANANGO RUGBY LEAGUE FOOTBALL CLUB
CURRENT REVIEW DATE: 20TH SEPTEMBER 2025**



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EXECUTIVE SUMMARY

The Nanango Rugby League Football Club (NRLFC) is a proud community club with a rich history dating back to 1913. This Strategic Plan outlines our vision, values, goals, and actionable priorities for the next 3–5 years. It balances the need for modern, inclusive facilities with investment in people, community engagement, and long-term sustainability. Our plan directly addresses current challenges—declining player numbers, volunteer reliance, and outdated infrastructure—while leveraging opportunities in grant funding, partnerships, and digital growth. SMART goals, phased projects, and key performance indicators (KPIs) will guide implementation and accountability.

ACKNOWLEDGEMENT OF COUNTRY

Nanango Rugby League Football Club respects and honours the Traditional Custodians of the land, the Wakka Wakka peoples, and we pay our respects to their Elders past, present and emerging. We acknowledge the stories, histories, traditions, and living cultures of the Aboriginal and Torres Strait Islander peoples on the lands we meet, gather, and are honoured to play on.

CLUB INFORMATION



The Nanango Rugby League Football Club was founded in 1913 in Nanango, Queensland. Our home ground, Fred Kassulke Oval, is proudly located at 6 Wills Street East on Wakka Wakka land. We are committed to inclusivity, community engagement, and providing a safe, supportive environment for players, families, volunteers, and supporters.

Our core values—Team, Respect, Community—serve as the backbone of our mission to create a welcoming and safe environment that supports the development of rugby league. These values, alongside the guidance of NRL

and QRL policies, underpin our commitment to inclusivity. We have a zero-tolerance policy towards discrimination and warmly welcome individuals of all abilities, genders, nationalities, and beliefs.

The Nanango Rugby League Football Club fields several teams, including:

- U6 to U12 Mixed
- U14 Boys
- A Grade Seniors

Our club is committed to ensuring a fun and safe environment for our members, families, volunteers, and the broader community. It is essential for us to engage regularly with our members to ensure we meet their needs and aspirations. We welcome all feedback and encourage participation and collaboration from everyone in our community.



OUR CORE VALUES

1. Team

- We believe success is built on unity, trust, and shared purpose.
- Every member contributes to the collective performance—on and off the field.
- We support each other through wins and losses, always putting the team first.
- Collaboration, communication, and encouragement drive our team culture.

2. Respect

- We treat all players, coaches, officials, opponents, and supporters with dignity.
- We play fair, uphold the rules, and demonstrate good sportsmanship.
- Differences are valued, and inclusivity is embraced at every level.
- We take pride in representing our club with integrity and honour.

3. Community

- Our club is more than a game—it's a place to belong, grow, and give back.
- We actively engage with local families, schools, and organisations.
- Volunteers are the backbone of our club; we value their time, effort, and dedication.
- We promote a safe, welcoming, and supportive environment for all ages.
- Together, we build strong relationships that extend beyond sport.

OUR MISSION STATEMENT

Our mission is to provide a supportive and inclusive environment where individuals of all ages and abilities can enjoy rugby league, grow as players and people, and feel part of something bigger than themselves.

We are committed to:

- Building strong teams through development, encouragement, and teamwork on and off the field.
- Promoting respect by fostering a culture of fairness, integrity, and sportsmanship in everything we do.
- Strengthening our community through active involvement, volunteer support, and providing modern, safe, and accessible facilities for all.

Through this mission, we aim to inspire a lifelong love for the game, nurture personal and collective growth, and ensure our club continues to thrive as a welcoming home for rugby league.

OUR VISION

To be a strong, inclusive, and family-oriented rugby league club that lives by the values of Team, Respect, and Community—fostering a love for the game, developing players of all abilities, and uniting people through rugby league.

We aim to provide modern, safe, and welcoming facilities that support excellence, accessibility, and a lasting sense of belonging for current and future generations.

SWOT ANALYSIS

STRENGTHS Rich Club History Community Support Passionate Members Established Reputation Junior & Senior Programs	OPPORTUNITIES Grant Funding Community Partnerships Expanded Event Calendar Digital Engagement Additional Development Programs
WEAKNESSES Declining Numbers Volunteer Burnout Aging Infrastructure Limited Funding Base Underdeveloped Commercial Strategy	THREATS Competing Sporting Clubs Socio-Economic Pressures League-Club Tensions Volunteer Reliance Changing Demographics

STRENGTHS

- **Rich Club History:** A long-standing presence in the community brings pride, loyalty, and generational support.
- **Community Support:** Strong local backing from businesses, residents and volunteers makes the club a staple of Nanango life.
- **Passionate Membership:** Players, coaches, families, and supporters are deeply committed to the club’s success.
- **Established Reputation:** Known as a cornerstone of the town, which helps with recognition and influence locally.
- **Junior and Senior Programs:** A structure that fosters long-term player development from youth to adult levels.

WEAKNESSES

- **Declining Player Numbers:** Especially in senior teams, which threatens team viability and sustainability.
- **Volunteer Burnout:** Increasing demands on fewer volunteers due to busy lifestyles and limited new involvement.
- **Aging Infrastructure:** Facilities are outdated and not compliant with safety and accessibility standards (QRL, SBRL, and Australian regulations).
- **Limited Funding Base:** As a not-for-profit, the club is reliant on fundraising and small-scale sponsorships, which are not always sustainable.
- **Underdeveloped Commercial Strategy:** Lack of structured plans for sponsorship, merchandise, and event income.

OPPORTUNITIES

- **Grant Funding:** Access to local, state, and national funding can support much-needed facility upgrades.
- **Community Partnerships:** Building stronger ties with schools, local businesses, and service groups can boost resources and reach.

- **Expanded Events Calendar:** Hosting more events (e.g., community days, fundraisers, carnivals, special matches) can increase engagement and revenue.
- **Digital Engagement:** Growing the club's online presence (social media, newsletters, online registrations) to attract younger players and supporters.
- **Additional Development Programs:** Structured junior development can secure the club's future and increase retention.

THREATS

- **Competing Sports:** Other codes (AFL, soccer, etc.) attract the same pool of players, volunteers, and spectators.
- **Socio-Economic Pressures:** Rising living costs make participation and volunteering harder for families.
- **League–Club Tensions:** Disagreements or lack of alignment with the league can cause friction and reduce effectiveness.
- **Volunteer Reliance:** Heavy dependence on a small core group of volunteers risks burnout and continuity issues.
- **Changing Demographics:** Shifts in the local population may impact youth enrolment and community support in the long term.

STRATEGIC GOALS

1. **Develop and maintain modern, safe, and inclusive facilities** that support the long-term needs of our members, players, and the wider community.
2. **Ensure our facilities meet and exceed the standards** set by the QRL and South Burnett Rugby League, delivering a high-quality experience for all users.
3. **Create inclusive spaces** that cater to all ages, abilities, genders, and cultural backgrounds, promoting diversity and equal access to rugby league.
4. **Attract new opportunities and boost community engagement** by hosting regional carnivals, tournaments, and other major events that benefit both the club and the town.

SMART GOALS & KEY PERFORMANCE INDICATORS (KPIs)

- Increase junior registrations by 20% by 2030.
- Field a senior team for 3 consecutive years.
- Recruit and retain at least 5 new volunteers annually.
- Raise \$250,000 in grants and sponsorship by 2028.
- Host at least 3 community events annually to boost engagement.
- Ensure all major facilities meet compliance standards by 2030.

ACTION PLAN

GOAL	PROJECT (in priority order)	JUSTIFICATION
Develop and maintain a modern, safe, and inclusive facility	1. Demolish and replace existing tank stand	The current tank stand is aged and structurally compromised, posing a safety risk to members and visitors. A modern replacement will ensure safety compliance and provide essential water storage for grounds maintenance and fire safety.
	2. Remove and replace scoreboard stand	The existing scoreboard structure is no longer fit for purpose. Replacing it with a safe, modern framework ensures compliance with safety regulations and enhances the overall spectator experience.
	3. Remove and replace commentary box	The current commentary box is structurally compromised and no longer safe for use. A new, compliant structure will ensure the safety of commentators and media personnel, improve match-day broadcasting and communication, and enhance the professionalism of hosted events.
	4. Install Wi-Fi throughout facility	Reliable internet access is a key component of a modern sporting venue. Installing Wi-Fi will support digital scoring systems, streaming, communication for officials, volunteers, and media, and improve inclusivity by enabling connectivity for visitors and community groups. It also supports safety by enabling better emergency communication and access to online systems.
	5. Remove and rebuild clubhouse	<p>The current clubhouse is structurally unsafe and fails to meet contemporary safety, utility, and accessibility standards. It is non-compliant with current building codes, including critical aspects such as electrical wiring, gas fittings, emergency exits, and accessible facilities for people with disabilities. Furthermore, its limited layout and aging infrastructure restrict the club's ability to support growth, host events, or engage with the wider community.</p> <p>A new, purpose-built facility will address these shortcomings by incorporating modern, compliant amenities and a flexible design that can serve both the club and the broader community.</p>

		<p>This facility will serve as a central hub not only for players and members but also for local schools, community groups, and regional sporting events. It will significantly enhance the club’s capacity to host junior development programs, women’s competitions, and inclusive sporting initiatives.</p> <p>This is a cornerstone long-term project with high community benefit. It will reinvigorate our club, foster stronger community connections, and create a safe, welcoming environment that reflects the values and aspirations of modern sport.</p>
	6. Install grease trap waste system	To comply with local council requirements for commercial waste management, a compliant grease trap system must be installed as part of the clubhouse redevelopment. This system is essential for managing kitchen waste effectively, preventing blockages and environmental harm, and ensuring the club meets all relevant health, safety, and environmental standards.
Ensure our facilities meet and exceed QRL and SBRL standards	1. Purchase new line marker	The purchase of a new, high-efficiency line marker is a critical operational upgrade that directly supports the delivery of safe, compliant, and professional-grade playing fields. Our current line marking process is outdated, labour-intensive, and increasingly unreliable, placing a significant burden on volunteers and reducing field presentation quality.
	2. Install LED field lighting	Field lighting is essential for training and evening games, increasing participation opportunities, especially during winter. Energy-efficient LED systems reduce ongoing costs and environmental impact, aligning with sustainable facility goals and QRL standards.
	3. Repair driveways	Current driveways are degraded, creating hazards for vehicles and pedestrians. Repairs will improve safety, accessibility, and traffic flow, particularly during events with large attendance.
	4. Purchase and install sprinkler system for main field	An automated irrigation system ensures safe playing conditions and turf quality year-round. It reduces manual labour, improves water efficiency, and helps meet league expectations for field maintenance.
	5. New digital scoreboard	A new digital scoreboard will modernise our facility, align with Queensland Rugby League standards, and enhance match-day experiences for teams, officials, and spectators. This technology may also enable sponsorship displays, supporting financial sustainability.
Create inclusive spaces	1. Install shower stalls to dressing sheds	Traditional open shower spaces deter participation from female athletes and other underrepresented groups. Installing private stalls ensures privacy and comfort, encouraging broader participation across all demographics.

	2. Bring current disabled toilet up to code and provide a parent change table	Ensures compliance with accessibility legislation and supports the needs of all visitors, including people with disabilities and families with young children. This upgrade aligns with our commitment to creating a welcoming, inclusive environment.
Attract new opportunities and boost community engagement	1. Flatten viewing mound and create new U8 playing field	Expanding playable space to include a dedicated under-8s field supports junior development and inclusion in rugby league. It also provides flexibility when hosting carnivals and increases our capacity for local and regional events.
	2. Allow for additional parking areas	With increased participation and hosting of events, current parking is insufficient. Expanding parking will improve safety, reduce traffic congestion, and enable the club to better accommodate larger crowds during carnivals and community functions.
	3. Develop annual community events	Hosting annual community-focused events (e.g., family fun days, heritage matches, charity fundraisers, cultural celebrations) will strengthen ties with residents, businesses, and service groups. These events will not only provide a consistent revenue stream through sponsorships, raffles, and food sales, but also showcase the club as a central hub of Nanango life, attracting new players, volunteers, and supporters.

PHASED ACTION PLAN

SHORT TERM (0–12 MONTHS)

- Demolish and replace tank stand (safety compliance).
 - Remove and replace scoreboard stand (safety, spectator experience).
 - Repair driveways (safety, accessibility, event management).
 - Purchase new line marker (field compliance & volunteer workload reduction).
 - Install shower stalls in dressing sheds (inclusive participation).
 - Flatten viewing mound & create new U8 playing field (junior development, event hosting, increased revenue).
 - Expand parking areas (event capacity, safety, accessibility).
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MEDIUM TERM (1–3 YEARS)

- Install LED field lighting (training & games, participation growth, sustainability).
 - Remove and replace commentary box (safety, professionalism).
 - Install Wi-Fi across the facility (digital systems, inclusivity, emergency communication).
 - Purchase and install sprinkler system for main field (turf quality, efficiency, compliance).
 - Bring disabled toilet up to code and install parent change table (accessibility & inclusivity).
 - Install grease trap waste system (regulatory compliance & environmental safety).
 - New digital scoreboard (match experience, regulatory compliance, sponsorship opportunities).
 - Develop annual community events (community engagement, participation growth).
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LONG TERM (3–5 YEARS)

- Remove and rebuild clubhouse (structural safety, accessibility, inclusivity, community hub).
- Establish hosting capacity for regional carnivals, league competitions, and community events (participation growth, increased revenue).

FUNDING STRATEGY

Securing sustainable and diverse revenue streams is critical to ensuring the long-term success of the Nanango Rugby League Football Club (NRLFC). Our funding strategy combines traditional community-driven initiatives with modern commercial approaches and targeted grant-seeking. The focus is on **balancing stability with growth**, so the club is not overly reliant on any single funding source.

1. GRANTS

NRLFC will proactively identify, apply for, and manage funding opportunities across local, state, and national levels. Priority grants include:

Federal & State Programs: SportAus, Queensland Government Active Clubs, Department of Sport and Recreation infrastructure funds.

League Support: QRL Facility Development Grants, South Burnett Rugby League funding opportunities.

Local Government: South Burnett Regional Council community development and infrastructure grants.

Philanthropic & Corporate Foundations: Seek opportunities aligned with youth sport, inclusion, and community wellbeing.

To maximise success, we will:

- Develop a **grant calendar** and assign a committee member to oversee applications.
- Ensure all applications clearly demonstrate community impact, inclusivity, and compliance.
- Where possible, seek **multi-year or capital works grants** to support major infrastructure projects.

2. COMMUNITY FUNDRAISING

Community fundraising will remain central to our culture of belonging and participation. Activities will be designed to both raise funds and build connections.

Traditional Fundraising: Raffles, canteen sales, barbecues, and merchandise sales.

Social Events: Trivia nights, family fun days, community barbecues, and presentation dinners.

Major Events: Hosting charity matches, reunion days, and “Old Boys” events to attract past members and strengthen legacy giving.

Digital Fundraising: Online donation campaigns, “GoFundMe”-style platforms for specific projects, and mobile payment systems for ease of contribution.

3. SPONSORSHIP & COMMERCIAL PARTNERSHIPS

Building structured commercial relationships will be critical to long-term sustainability.

Tiered Sponsorship Packages: Bronze, Silver, Gold, and Platinum tiers, offering benefits such as signage, website/social media promotion, scoreboard advertising, and event naming rights.

Corporate Engagement: Develop partnerships with local businesses and regional companies, offering tailored packages.

Merchandising: Expand branded merchandise (jerseys, hats, scarves, water bottles) to increase both revenue and brand visibility.

Digital Sponsorship Opportunities: Sponsored posts on social media, inclusion in digital newsletters, and livestream branding for matches.

4. REVENUE FROM EVENTS & FACILITY USE

To broaden revenue streams, NRLFC will actively use its facilities and brand to host events and generate income.

Carnivals & Special Matches: Annual carnivals, league fixtures, and heritage matches.

Venue Hire: Making the clubhouse and field available for schools, community groups, and private events (e.g., birthdays, training days).

Canteen & Catering: Improving facilities to allow expanded food and beverage offerings, increasing profitability during matches and events.

Regional Partnerships: Explore co-hosting events with schools, local councils, or service clubs to expand reach and share resources.

5. STRATEGIC PARTNERSHIPS

NRLFC recognises that long-term sustainability depends on strong partnerships across the community.

Schools: Build pathways by aligning with local schools for player recruitment, junior development, and coaching clinics.

Service Clubs: Partner with Rotary, Lions, and other civic organisations to co-host events, apply for joint grants, and share volunteers.

Local Businesses: Develop mutually beneficial relationships where businesses support financially or in-kind (materials, equipment, services) in exchange for recognition.

Government & Sporting Bodies: Maintain strong engagement with QRL, SBRL, and South Burnett Regional Council to ensure alignment and advocacy for funding support.

6. FINANCIAL GOVERNANCE & TRANSPARENCY

To inspire confidence among funders, sponsors, and members, NRLFC will:

Maintain **clear financial reporting** with annual audited accounts.

Allocate fundraising income transparently between **operations, development programs, and capital projects**.

Provide regular **updates to members** and sponsors on how funds are used.

CONSULTATION, IMPLEMENTATION & REVIEW

Effective implementation of this Strategic Plan relies on strong governance, transparent communication, and ongoing consultation with members and stakeholders. NRLFC is committed to embedding accountability into every stage of this plan.

1. IMPLEMENTATION FRAMEWORK

Leadership Oversight: The Management Committee will oversee delivery of the Strategic Plan, assigning responsibility for each action area to relative committee members.

Action Plans: Each priority project will have a simple action plan outlining tasks, timelines, responsible persons, and required resources.

Integration with Operations: Strategic goals will be embedded into the club's annual operational planning and budgeting processes.

2. CONSULTATION

Members: Regular engagement with players, families, and volunteers through surveys, forums, and annual meetings to ensure the plan reflects evolving needs.

Community Partners: Collaboration with schools, service clubs, local government, and sponsors to align strategic priorities with community needs and opportunities.

League & Governing Bodies: Ongoing consultation with QRL, SBRL, and South Burnett Regional Council to ensure compliance, alignment, and advocacy for resources.

3. MONITORING & REPORTING

Quarterly Committee Reviews: Progress against action items and KPIs will be reviewed each quarter and documented in meeting minutes.

Transparency: Financial outcomes and project updates will be shared at the Annual General Meeting and through club communication channels.

4. REVIEW CYCLE

Annual KPI Review: Assess progress against SMART goals and adjust targets as needed.

Mid-Term Refresh (every 18 months): Update action priorities to reflect emerging opportunities or challenges.

Full Strategic Review (every 3 years): Conduct a comprehensive review and renewal of the Strategic Plan to ensure ongoing relevance, community alignment, and compliance with league/governing body requirements.

This structured approach ensures the plan remains a **living document**, guiding day-to-day decision making while adapting to change, maintaining accountability, and strengthening trust with members, partners, and funders.



**UNITED BY
TEAM, RESPECT &
COMMUNITY**