



HILLS FOOTBALL STRATEGIC BUSINESS PLAN

CONTENTS

1. Executive Summary	4
2. Business Plan Summary	5
3. Issues facing Football in The Hills	6
3.1 Issues	6
3.2 Outcomes	6
4. Environmental and Market Analysis	7
4.1 Environment	7
4.2 Market Research – Sporting Trends	7
4.3 Market Research – Key Stats	8
4.5 Market research – SWOT Analysis	9
4.6 Competitors	10
5. Focus & Strategic Objectives	12
5.1 Community	12
5.2 Football Competitions	12
5.3 Development	12
5.4 Facilities	14
5.5 Operations	14
6. Action Plans	15
5.1 Community	15
5.2 Football Competitions	16
5.3 Development	19
5.4 Facilities	22
5.5 Operations	24
7. Financial Information	26
8. Monitor and Review the plan	32
9. Management Structure	33
10. Appendix	34

Our Vision

The Hills Community will see our Association as a center of excellence in the delivery of the football experience

Our Mission

- *Engage with the Hills Community*
- *Make our Football Experience enjoyable and rewarding*
- *Develop all levels of football in the Hills Community*

Our Values

The Hills Football Association will:

- *Provide strong leadership and communication;*
- *Act with fairness, honesty, integrity, transparency, compassion and teamwork*
- *Be inclusive and share the enjoyment of the game; and*
- *Be passionate and committed to football.*

The key personnel of the Hills Football Incorporated are committed to this plan. This document empowers them to complete the objectives, actions and timeframes as set out within:

The Board:

Portfolio

- | | |
|------------------------|------------------------------|
| 1. Craig Gough | Chairperson / Operations |
| 2. Giuseppe Mirigliani | Junior Football / Operations |
| 3. William Renton | Senior Football |
| 4. Brad Shorrock | Refereeing / IT |
| 5. Vargha Zare | Finance |
| 6. Eddie Palaci | Special Needs |

Association Management

Position

- | | |
|----------------------|---|
| 1. Kurt Johnson | General Manager |
| 2. Nicole Tindale | Competition Manager |
| 3. Steven O'Connor | Coach Development Manager |
| 4. Olivia Price | Admin Assistant / Female Ambassador |
| 5. Vacant | Football Development Manager |
| 6. Phillip Di Matteo | Referee Allocations & Mini Roos Coordinator |

Committees Heads

Committee

Chair / Lead

Mathew Perram	Judiciary Chairman
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1. EXECUTIVE SUMMARY

Hills Football Incorporated is positioned in one of the largest population growth areas in the North Western Sydney Region and has the support of the Shire Council to develop Football in the area. The Hills community has displayed strong support for the establishment of the Association which will only assist in the strong growth of the sport in the ever expanding Hills Shire LGA.

Hills Football Incorporated commenced its inaugural competition in the 2017 winter season as a new Football NSW sanctioned association. The new association has two principal objectives in the first two years of competition, one being the establishment of a strong professionally managed competition. Secondly to engage with the community at all levels developing strong relationships and a football Association targeted to the specific needs and demographic of the current hills community.

Given the shortage of premium playing fields in the Hills Shire, the competition between various sporting groups to claim the complex is high. As such, Hills Football Incorporated has developed this business plan to ensure its members can be confident that the best possible proposal is put forward to Hills Shire Council on behalf of the 14,000 football players living in the LGA. It should also be noted that this proposal has been costed to ensure that the financial burden on the club is understood and is feasible.

It is envisaged that years 3 and 4 will mark the first Association expansion phase program with the introduction of an in school programs and new club expansions in the Hills Shire growth areas. New clubs will be established into the new growth areas of the hills with future clubs established as the hills community grows. School training programs and an annual primary and secondary training program will be run.

The final year of this program will see further football development with a "Football for All" day introduced along with other community programs to increase the general profile of football in the Hills. This year will also mark a major review of the Associations objectives with a re alignment of our business plan to match the community's needs

2. BUSINESS PLAN SUMMARY

THE BUSINESS

Business name	Hills Football Incorporated.
State registered:	New South Wales.
Date registered:	31 October 2016.
Business structure:	Other Incorporated Entity.
ABN:	48 657 546 058.
GST:	Registered for Goods and Services Tax from 1 December 2016.
Domain names:	www.hillsfootball.com.au.
Business location:	Suite 101, 22 Brookhollow Ave, Baulkham Hills
General Manager:	Kurt Johnson
Board Members:	Craig Gough, Chairperson / Operations. Giuseppe Mirigliani, Junior Football / Operations. William Renton, Senior Football. Brad Shorrock, Refereeing/IT Vargha Zare, Finance Eddie Palaci, Special Needs
Staff:	6.

3. ISSUES FACING FOOTBALL IN THE HILLS

Hills Football Incorporated faces the following issues:

ISSUES

- Low levels of funding in the early years of the Association
- Lack of Sponsorship, Fundraising, Government Grants
- Lack of Brand Awareness
- Restricted field availability for club and general Football growth
- The decline in volunteers
- Allocation of management and Human Resources
- Marketing and promotion
- Referee coverage and quality
- Variation of approach to football by the various Member Clubs
- Lack of adequate facilities

OUTCOMES

- Financial stability and growth
- The sport to have strong market position
- Recognised as leader in best governance and management
- Increase support to member organisations
- Increase levels of sponsorship and fundraising
- Increase Female development and growth management plan
- Player membership growth and participation
- Increase the development of players, referees and coaches
- Growth in member clubs located within the Hills and Parramatta Shires
- Effective School football development education programs
- Greater level of support for the hills community
- Above 90 % referee attendances at games

4. ENVIRONMENTAL AND MARKETING ANALYSIS

ENVIRONMENT

The market that Hills Football Incorporated competes in is highly competitive with all sports strongly represented in the Hills area. Some of these sports are better positioned and financed than others. The Hills area is one of the biggest growth areas in the Sydney basin with a potential 100,000 additional homes forecast to be built in the area in the next ten years.

The Hills area boasts a very strong business base with the Norwest Business Park being the home of many of the country's largest companies along with many other businesses in the surrounding precincts. The area also has a number of large shopping centres which allow promotion of the game.

The Hills area offers many opportunities to target major sponsors. The main objective of obtaining the support of our local businesses in and around the district would be to increase the financial position of the Association while being able to offer better services.

Hills Football Incorporated only has to work with one principal council serving 18 clubs (Hills Shire council) and Parramatta council serving 2 clubs this will allow our new Association to build a relationship of trust and collaboration with both councils which will benefit all clubs and football in general.

MARKET RESEARCH - SPORTING TRENDS

Hills Football Association will compete with many other competitors who offers broad sport and activities services within the shire. The Association's main competitors in the Hills area are AFL, Rugby League, and Rugby Union all of which are better funded and supported by their respective senior bodies.

One of the objectives of the new 2018 strategy is to change this by offering a supported co-ordinated approach to football development. The AFL has employed approximately 140 School and junior development offices to actively engage with children of school age in NSW, approximately 4-5 of these will be operating in the Hills area. Hills Football will need to be active in the schools to resist this approach.

Football has the largest share of children between 6 years to 12 years but struggles to keep older ages in the sport with children moving to other sports and games. We must involve development advertisement in schools to increase retention rates for older age groups.

The market approach for Hills Football Incorporated will be to use a mass market communication system to suit residents, local workers, visitors and football enthusiasts. Our services will be targeted and appropriate for all types of people of all ages that will suit a mass market approach.

Our football programs and offerings will be compatible with all ages, genders, family sizes, occupations, social backgrounds, religions, Special needs.

Hills Football has a great opportunity to develop and build a strong female competition with the right marketing and competition structures in place. Flexibility will be required in both how ladies are attracted to our game, the competition, and development options offered to make the most of female participation.

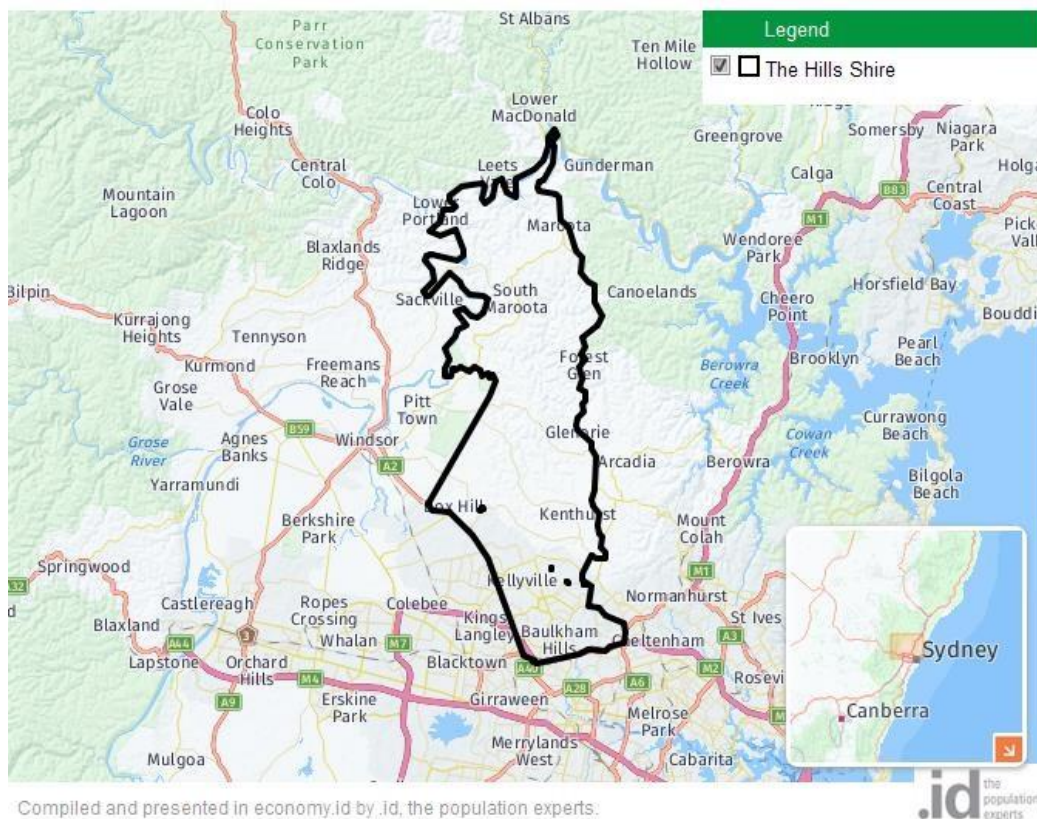
MARKET RESEARCH - KEY STATS¹

A copy of the Hills Shire Community profile is attached in the supporting documents. Some key demographic statistics:

- 157,243 residents in Hills Shire
- Median age is 38
- 43,713 families (potential club members)
- 3,359 children in pre-school
- 16,200 in primary school
- 12,901 in high school
- 18,852 businesses in the Hills Shire (potential sponsors)
- 77,000 employees/workers in the Hills Shire (potential 5-a-side players)
- 3,837 unemployed people
- 50,568 houses in Hills Shire (for mail out planning)

Economic region

The Hills Shire



¹ 2016 ABS Census.

MARKET RESEARCH - SWOT ANALYSIS

A SWOT analysis of the business highlights the strengths, weaknesses, opportunities and threats facing Hills Football in 2018:

Strengths	Weaknesses
<p>Largest sporting body (membership) in Hills Shire. New grounds and elite facilities. Big potential customer base. Good relationship with Hills Shire council. Development to be completed by end of FY'18. Council willing to loan funds. People – Executive Committee Experienced staff Strong relationship with council Skills and expertise Strong junior growth New Association with Enthusiasm Committed clubs and Players change New Structure Training and development Strong governance and management practices Strong strategic direction, planning</p>	<p>Reduced levels of funding in the early years of the Association. Lack of sponsorship, fundraising, government grants. Lack of focus on the Hills community from some clubs. Restricted field availability for Club and Football growth. The decline in volunteers. Allocation of management and human resources. Marketing and promotion of Football to corporates, government, and the general community. Referee attendance and Standard at games being a new association. Variation in approach to football by the various Association clubs. Lack of adequate facilities. Possible Ineffective structure Ineffective Regions Possible Poor Communication Conflicts between clubs Lack of reputation Possible lack of solidarity of the clubs</p>
Opportunities	Threats
<p>Attract more members. Secure more lucrative sponsorship deals. Increase in player membership Marketing and promotion Sponsorship Strategic alliances with business, Schools, local government; Current venue to raise revenue Products and services that can promote revenue Promotion of A League Increase support from government Internet, promoting the Sport Creation of new clubs</p>	<p>Cash flow. Other sports associations. Poor management of facility. Vandals. Lack of revenue; Declining membership Decline in corporate support Rising costs Market presence</p>

COMPETITORS

While Hills Football does not have any serious alternate football organisations to compete with in the Hills Shire, they do face competition from rival sports associations seeking to claim the Balmoral Road Sports Complex for their members.

SPORT	NATIONAL MEMBER NUMBERS ² (participants in one year)	PRODUCT OFFERING
Tennis	768,900.	School. Club. Professional.
Cricket	National: 1.106 million. Growing at 16% a year. (247,000 women play cricket) <ul style="list-style-type: none"> • 537,000 School participants • 400,000 Club/community participants • 169,000 Indoor participants 	School. Indoor cricket. Club. Representative. Professional.
Hockey	183,900.	School. Club. Representative. Professional.
Netball	430,900.	School. Club. Representative. Professional.
Basketball	1,015,000 grassroots participants. 625,000 participants 15 years and over. 390,000 participants under 15 years.	School. Club. Professional.
ARL	466,182.	School. Club. Professional.
AFL	268,700.	School. 16 Elite, 32 Professional, 1077 Amateur clubs.

² Australian Participation in Sport, ABS 2006 and Australian Sports Commission Survey 2006.

SPORT	NATIONAL MEMBER NUMBERS² (participants in one year)	PRODUCT OFFERING
ARU	273,095 ³ Under 6 - Under 11: 3.5% increase Under 12 - Under 18: 7.5% decline. Adult: .43% decline. School participation: 30% growth.	School. Club. Representative. Professional. 7 a side.
Swimming	1.4m.	School. Club or squad. Representative (State/National/Olympic).
Golf	875,500.	School. Club. Amateur representative. Professional.
Cycling	913,100.	Recreation. Club. Professional.
Aerobics	2m.	School. Recreation classes. Professional.

³ ARU 2016 Annual Report.

4. FOCUS STRATEGIC OBJECTIVES

COMMUNITY

- Establish a Hills Football schools annual one day knock out competition for years 5 to 6, 7 to 8, 9 to 10 and 11 to 12.
- Provide school holiday football programs for the Hills Community.
- Develop a school clinics program to promote the game of football to the Hills community.
- Promote "Football For All" program to the Hills community.
- Participate in community events to promote the football experience.
- Fully engage the Hills community to maximise the football experience for all

FOOTBALL COMPETITIONS

- That our Winter Competitions be structured in order to maximize their appeal to both mixed and ladies within the Hills community.
- Our Winter Competitions be structured in order to maximize the Association's use of facilities including the use of night games.
- To ensure that registration fees charged for each division accurately reflect the administrative cost to the Association of administering the division.
- That the pre-season processes around competition and division finalisation be streamlined to allow a draw to be completed prior to the commencement of the season.
- That all members and clubs of the Association should have access to Summer Football operated either by the Association.
- To improve the quality and quantity of referees available to the Association through increased collaboration with the Referee Subcommittee and increased active involvement in Referee recruitment and administration by HFI. To target 95% game coverage.
-

DEVELOPMENT

Players

- To operate Association wide programs which provide the coaching and development opportunities to young players to position them to transition into NSW Institute or NPL teams.
- To provide a Girls SAP program to provide young females living within the Hills Shire the opportunity to develop their football skills and position them for future representative football opportunities should they desire.
- To provide bridging programs, whether at the FNSW competition or association competition level, which allow young players to move between Community and Elite football at various stages of their development.

Coaching

- To provide coach education required to have all coaches accredited for the level they are coaching at.
- To increase the number of qualified coaches accessible to provide services not only to HFI programs but also to Member Clubs.

Clubs

- To have all clubs accredited to the FFA National Accreditation scheme
- Build model procedures and standards to assist member clubs in their football operations and administration.
- The HFI will build new clubs in population growth areas within the Association boundaries, by providing all structure and support to establish the new clubs.
- The Association will ensure that assistance is available for any Club seeking to improve any aspect of its operations.

Female Football

- Develop marketing and development programs that will allow HFI to grow and develop a female football structure that will support a growing strong female football competition.
- To provide the player development and education opportunities at Association and Club level to increase player participation and skill levels.
- Increase the number of female participants involved in the football game at all levels of the association and Member Clubs.

Refereeing

- Build a Strong Referee structure that supports both the HF competition and Referee development.
- To provide coaching and refereeing education opportunities for every referee to be able to develop their skills levels and enjoyment of the game.
- To increase the number of qualified referee's with in the association to provide services not only to the HFI competition but also to Football N.S.W competitions.
- To educate the players, coaches and spectators around the zero tolerance approach on referee abuse

FACILITIES

Strategic Objectives

- To contribute financially to infrastructure projects which are significant for the Association as a whole and to assist and encourage Member Clubs to invest in facility projects which are of local significance.
- To develop an effective and appropriate relationship with the Hills Shire and Parramatta Council's to influence the development of football major infrastructure projects in line with both the Association's and Councils Strategic Facilities Plan.
- Provide member clubs with full Association support and assistance in managing council and ground issues.

OPERATIONS

Strategic Objectives

- Deliver first class football operations to every club across the complete association.
- Build a football environment that allows Players, Referee's, officials, spectators, and Clubs to enjoy the great game of football.
- Create a Football organization that engages with and participates in the community to display the values and benefits of Football.

5. ACTION PLANS

COMMUNITY

Goal:

To encourage people and businesses in the Hills Shire to support this Association

Objectives:

To get corporate and our community to support our game and Hills Football

Strategies	Actions	Timing	Who Resp.
<i>Use all forms of media (Facebook, snapchat, Instagram, traditional media)</i>	Create engaging content that our community can share and collaborate with	2018 Ongoing	GM
<i>Establishing of new Clubs</i>	As growth occurs encourage new clubs to be created	2019 Onwards	HFI
<i>Aligning with Festivals</i>	Ensuring that the communication channels are available to participate in these areas of the community	2018	HFI
<i>Clubs</i>	Encourage Clubs to develop Community Programs such as The Hills Breast Cancer Cup and The Hills Winter Sleep out	2018	CG / HFI
<i>Association</i>	Select and support though clubs and Association a local Charity	2019	HFI
<i>Develop a School's Program</i>	Encourage High Level players to actively talk at schools to increase the focus on the sport	2019	HFI
	Establish Schools Introduction program for skill development and interest in the game	2018 Season	GM / FDM

	Create a Hills school's competition for years 5/6, 7/8, 9/10 Single day knock out competition	2020 all year	CM / FDM
<i>Sponsorship</i>	Encourage as many companies in the Hills & Parramatta Shire areas to actively sponsor the Association	2018 ongoing	HFI
	Review Current Sponsorship plans and levels to promote more options for the community	2018	HFI
<i>Hills Radio</i>	Build a relationship with the Hill FM with the objective of promoting Football (talk show).	2017	GM

FOOTBALL COMPETITIONS

Goal:

To introduce programs and educate the wider Football community

Objectives:

Introduce as many players to the enjoyment of our game

Strategies	Actions	Timing	Who Resp.
<i>Growth of Clubs</i>	New clubs in Hills Shire growth areas with new grounds	2019	HFI
	Establish Management system to assist current clubs develop with expect growth in Players	2018	HFI
	New Club to be developed in area's to take advantage of growth in population	2021	HFI

	Provide coaching training and Assistance to up skill in house club coaches	2018	GM/ TD / FDM
	Establish two additional Hills based All Abilities clubs in the hills area,	2019 Season	HFI, Committee
	Grow and Develop smaller and emerging clubs	2018 ongoing	HFI / Clubs
<i>Game Environment</i>	Review the Division Structure to maximise the competitiveness of the competition	2018 ongoing	Competition Committee
	Develop a pre-season event as a kick off combined Hills Football v's Hills Brummies	2019	HFI / GM
	Create a Hills Derby charity day with clubs to build a friendly competition environment	2018	HFI / GM
	Develop a Strategy to reduce poor conduct with in the game environment, supported by policy and training	2018 ongoing	CM / HFI
<i>Futsal Competition</i>	Build a club based Futsal competition with in the Hills Football Area	2020- 21	HFI, Committee
<i>Develop Women's programs</i>	Encourage girls/women back into the sport by actively involving the community and media	Ongoing	GM / Female Committee
	Encourage any new teams to the hills area to join clubs without an existing large amount of females to create diversity in the competition	2018 Season	
	Try to create home and away competition as much as possible.	2018 Season onwards	
<i>Referee Subcommittee</i>	Provide the best quality and highest coverage of referees in the Association Target 95% coverage	2018 ongoing	HFI / Referee Committee

	Review current Judiciary system to improve support to both Clubs and Referees. Review all existing systems and come up with a best in class system.	2018 ongoing	HFI / Judiciary & Referee Committee's
	To encourage as many junior players to become a referee and access to monitoring and improvement Extend Ref's to U10's to allow development. By developing club ref's	2019 ongoing	HFI / Referee Committee's
<i>Premier league</i>	Build match of the round possible base at VSP or Lilly's football stadium as there are currently no adequate football stadiums in the Hills	2019	HFI / GM
	Develop Premier league to be the highest level of competition at the Association level and introduce higher standard criteria for entry, standard codes of conduct and behavior to support the league.	2018-2020	HFI / GM
<i>Player Retention</i>	Develop Strategies to retain players and coaches	2018 ongoing	HFI / Clubs

GAME DEVELOPMENT

Goal:

To build the best association in NSW

Objectives:

Provide an opportunity for all to be involved in Football

Strategies	Actions	Timing	Who Resp.
<i>Players</i>	Provide skills development programs for all players to be able to improve their technical ability in addition to their club training	2018 Season ongoing	HFI / Committee
	Provide pathway programs for players to assist them move from grass roots football to elite level football	2018 ongoing	HFI / Committee
	Review Representative football Talent Identification program in the HFI	2018 ongoing	TD HFI / Committee
	Provide Player skills clinics focus at all skill levels on going	2020 Ongoing	TD / HFI / Committee
<i>Develop All Abilities programmes</i>	Establish an all abilities programme and competition so that players of all ages can play Target 4 club 6 round competition	2018 Season	HFI / Committee
	Develop an Association Representative Pathway with the Special Olympics organisation	2019 / 20 Season and ongoing	HFI / Committee
	Develop Coaching standards and method for all groups in conjunction with Special Olympics	2019 Season	HFI / Committee

<i>Coaching</i>	HFI T.D. to develop an in-house coaching program to increase the technical skills of coaching at Club level. This program will be based FFA guideline with a view to producing a staged increase in all club coaches' skills.	2018	TD/ HFI / FDM
	Each Club to have at least one Head community coach with C class qualification.	2019 Ongoing	TD/ FDM
	All clubs to provide Coaches to the HFI development program for hands on coaching experience and C licence.	2019-20 Ongoing	TD/ FDM
<i>Clubs</i>	New Maroota area to take advantage of growth in area work with FNSW and Nepean Football in this area.	2019 / 20	HFI
	New Club Box Hill area to take advantage of growth in area	2020	HFI
	Assist all clubs in how to manage and run their clubs by way of workshops etc.	2019	HFI
	Encourage all clubs to participate in the National Club Accreditation Scheme	2018	HFI
	Increase club awareness and activity with application for grants to assist build infrastructure.	2020	HFI
<i>Female Football</i>	Provide a professionally run Girls SAP program for the Hills	2017 Ongoing	HFI / Committee
	Increase female participation rates year on year through increase community profile and advertisement	2018 Ongoing	HFI / Committee
	Provide a Come and try day each year in the shire.	2018	HFI / Committee

	Increase the strength of Ladies competition by 10 to 15% year on year. Target to have 30% of all HFI players Female.	2019	HFI / Committee
	Launch Hill Ladies Premier league with a squad Formation	2019	HFI / Committee
	Have all clubs obtain junior and senior female football teams	2021	HFI / Committee
<i>Refereeing System</i>	Conduct a strategic review of referee subcommittee structure with a view to provide more responsibility and streamline system	2018	Referee Committee / HFI
	Build a financial management system for the referees operating with in the overall finance system to deliver more ownership to referee's.	2018	Referee Committee / HFI
	Provide across the board Referee training to all level of referee requirements with in the Association	2018	Referee Committee / HFI
	Make sure all clubs are running the Association junior Referee Program.	2019	Referee Committee / HFI
	Move 10% of current Level 4 referees to Level 3	2019 Ongoing	Referee Committee / HFI
	Move 10% of current Level 3 referees to Level 2	2019 Ongoing	Referee Committee / HFI
	Achieve 90% coverage of all games across the Association	2021 Ongoing	Referee Committee / HFI
	Achieve a assessor coverage of 50% for all Referee's	2021 Ongoing	Referee Committee / HFI

FACILITIES

Goal:

To have the best equipped Association in NSW

Objectives:

Improve conditions for all involved with Football within the Association

Strategies	Actions	Timing	Who Resp.
<i>Lights</i>	Work with Parramatta and The Hills shire council to increase the number of fields with match grade lighting to assist with managing player growth in the association	2018	HFI / Clubs
	Provide a strategy for the replacement and upgrade of existing lighting with new technology LED to reduce cost and improve the quality of lighting to match grade with minimal spill or light wash to effect residents.	2019 On going	HFI / Clubs
<i>Club Houses</i>	Work with Councils to provide clubs with club houses with adequate facilities to run a club ie. Storage, canteen, meeting place etc. (Develop a standard set of requirements)	2018	HFI / Clubs
	Make sure all current substandard grounds have minimum facilities like toilets storage and canteens. Work with council to assist with a capital development plan.	2018	HFI / Clubs
<i>Pitch Covers</i>	Work with council to develop at method for the covering of cricket pitches that reduce impact on pre-season activity, and provides a safer surface to play on.	2018-19	HFI / Clubs

<i>Pre-Season Training and trial</i>	Address the disparity between the summer and winter seasons with council to create a true pre-season for our clubs	2018 Ongoing	HFI
	Short term - make some field available for trial matches by managing field with council	2018 Ongoing	HFI
<i>Club Growth</i>	Work with clubs in a strategic forum to build models for sustainable club sizes/ structure given limited resources.	2020	HFI
	Investigate boarder competition structures and playing time with clubs and council to manage growth	2019	HFI
<i>Future Home of Football in the Hills</i>	Work with the Hills Council to establish a home of Football (Centre of Excellence) within the Association boundaries	2018 Ongoing	HFI
	Liaise with FNSW, FFA, and Hills United FC to add support for the new centre of football excellence.	2018 Ongoing	HFI
<i>Parramatta Council relationship</i>	Build a strong relationship with Parramatta council to support our southern most clubs.	2018 Ongoing	HFI

OPPERATIONS

Goal:

To introduce the best governance and management practices

Objectives:

To optimize the performance of the organization

Strategies	Actions	Timing	Who Resp.
<i>Develop at stable financial model for the Association</i>	Develop a budgeting model that allows for easies of forecasting and transparency for the Association	2018	HFI / Committee
	Source Grants and build a strategic fund for assistance with club and association infrastructure	2020 Ongoing	HFI / Committee
	Automate all financial process around Referee payments etc.		
<i>Develop a governance manual</i>	Including All codes of practices, process, and procedures	2018	HFI / Committee
<i>Judicial System</i>	Review Current Judicial System to streamline the process and make it more transparent to our clubs	2018	HFI / Committee
<i>Association policies</i>	Produce a full set of Association Policies	2018	HFI / Committee
	Develop a code of conduct for clubs with in the Association	End 2017	Committee
<i>Develop a working relationship with Local Councils</i>	Liaise with Council to ensure the best outcome for playing fields in the Associations boundaries	2018 On going	GM / HFI

<i>By-Laws and competition base</i>	Review current By-laws with a view to Improve all rules to make more flexible in the 2 nd and 3rd years of the competition	2018 & 2019 End Feb	HFI / Committee
<i>Grading System</i>	Establish team grading system for clubs to use which will provide a more even competition	2019 Mid-March	Committee
<i>Ensure a viable Association for clubs</i>	Review Registration Fees structure including Referee Costs for a cost benefit analysis	2018 Ongoing	HFI / Committee 's
<i>Club Ground Set up Protocol</i>	Ensure there is a minimum standard for all grounds within Hills Football	2018 Ongoing	HFI / Clubs

6. DRAFT FINANCIAL INFORMATION

GENERAL COMMENTS ON THE FINANCIAL BUDGET

Hills Football Incorporated proposes to use MYOB computerised accounting. We are utilising GRCA (Chartered Accountants) for management of Tax Affairs and Moore Stephens for delivery of Auditing services.

The Cash flow forecast

The cash flow forecast has been set out for the 12 months of the new associations operation to cover the setup cost and the 1st full year of operation. A number of one off cost is covered in the forecast.

The Operating Budget forecast

Provides the forecast of assumptions of income and expenses and includes figures base on knowledge gain from other Associations and previous year's fees etc. as a means of comparison and forecast.

Player Fee's

Players fees have been calculated and are based on 2017 costs from FNSW, FFA and insurance details. Fee calculations are based on this years' playing numbers being increased with a nominal increase to senior player fees.

Referees Fee's

Hills Football Incorporated proposes to pay for Referee services direct so the cost of refereeing service has been included in the Fee structure. We will retain our forecast of providing 85% coverage of all games for Winter Season Football.

Staff Wages

We have retained all current employee positions and have made an allowance to have a new Technical Officer join the team. All costs are based on Total Remuneration package. Current positions have been allowed for:

- General Manager,
- Competition Manager,
- Technical Director,
- Administration Assistant,
- Football Development Manager and
- Referee Appointments Officer

Projected Player growth

The Hills Football Incorporated (HFI) is currently completing the running of our first competition in 2017 with 20 established football clubs. These clubs currently have a combined membership of over

11,500 players. Our estimates for the 2018 season player numbers could see an increase in participants to over 12,500 with the current growth in the sport and an expectation of hills residents returning to play in a Hill's based football competition. Our projections show that by 2023 the Association will consist of 22-24 clubs and over 15,000 players.

Office Set-up costs

This is a one off setup cost which covers purchase of equipment like laptops and furniture etc. The cost of business support software is also included. The cost is staged to cover employee start dates.

Player Development

Player development covers programs run by the Association Development officer, which could be in the form of Holiday programs and target player development.

Nett Profit

The current forecast shows the Association in a moderate positive position following our first season with sound forecasts going forward.

6. MONITOR AND REVIEW OF THE PLAN

Our STRATEGIC BUSINESS PLAN will be monitored and reviewed on seasonal bases by the Board and sub committees made up from our clubs.

Board members will be responsible for their designated portfolio and will prepare a short written report on the activities of their Standing Committees s at the annual general meetings of the Association.

Strategic Business Planning	Update	Total Review	Responsibility
Values, Vision, Mission	Seasonal	5 th Season	HFI & Management Committees
Competition Analysis	Seasonal	5 th Season	Management Committees
Operations Strategy	Seasonal	3 rd Season	HFI & Management Committees
Development Strategy	Seasonal	3 rd Season	HFI & Management Committees
Financial Systems and Plans	Half Season	2 nd Annually	HFI & Management Committees
Facilities Action Planning	Seasonal	Seasonal	HFI & Clubs
Entire Business Plan	Annually	3rd Season	HFI & Management Committees

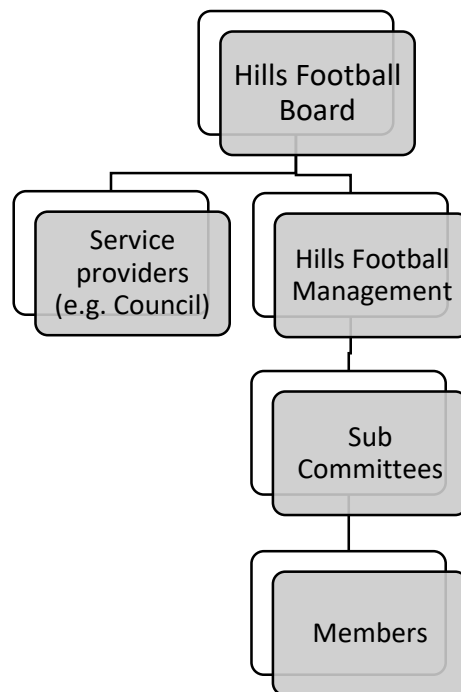
6. MANAGEMENT STRUCTURE

AD HOC AND SUB COMMITTEES

Ad hoc Committees are to be established on short term basis for specific purposes as follows:

- Issue resolution
- Recommendations to the board
- Future directions for Hills Football
- Strategic Decisions or Directions

Committees are one of a number of the mechanisms for clubs to be involved in shaping the direction of Hills Football. Club participation is required and encouraged.



6. APPENDIX A

ESTIMATED ASSOCIATION GROWTH

