



**NORTH
STAR**

SPORTING CLUB



Strategic Plan 2026–2029

The Heart of North Star

Strategy developed by the Board of Directors of
North Star Sporting Club Ltd

Our Mission

“To be the heart of North Star — a vital social hub that keeps our remote community connected and supported, offering great facilities and a welcoming gathering place for all.”



These aren't words the Board came up with alone — they're a direct reflection of what you told us. In our 2026 community survey, residents described NSSC as the heart of the town, a reliable, easy environment for kids and multi-generational gatherings, and the go-to for a quick meal and a chat. Your own words became our mission statement.

Our vision is to build on that: a financially sustainable, modern club that keeps serving as the region's premier social hub, with facilities that match the warmth of the welcome you already get here.

Fifty Years in the Making



North Star Sporting Club Limited was officially incorporated on 4 December 1975, bringing together five separate local organisations under one roof: the North Star Bushmans Carnival Association, the North Star Pony Club, the North Star Pistol Club, the North Star Golf Club, and the North Star Cricket Club.

Eight local farmers and graziers signed the club into existence: John Clifton Doolin, Leonard William Lillyman, Alexander Makim, Ronald John Mitchell, Valfred Norman Scholz, Edwin Anthony Tonkin, Roy Tweedy, and Harvey McMaster Waugh. From day one, the mandate was to provide facilities for equestrian sports, shooting, tennis, bowls and cricket — and to build the clubrooms and social spaces the district needed.



Under the original 1975 rules, membership cost just \$15 a year, and a member's liability if the club ever wound up was capped at \$2. It's a reminder that this club was never meant to be a business first — it was built to belong to the district.

What You Told Us

This strategy is built on the 2026 'Our Future, Your Say' community survey — not on assumptions from the boardroom. Some of what we heard:

- Every single member surveyed said supporting the town was their main reason for being a member.
- Of the non-members we heard from, most simply hadn't thought about joining, or didn't know how.
- The most common description of this club's role in town: a reliable, easy environment for kids and multi-generational gatherings, and the heart of the town, where we all end up meeting.
- Bathrooms and toilets were the single most requested improvement — ahead of anything else.
- Families with kids in the 25–44 age bracket made up the largest group of respondents, reinforcing how important family-friendly spaces are to the Club's future.

To honour that history while meeting today's expectations, the Board has built this plan around four pillars — grounded equally in our founding purpose and in what you told us in the survey.



Financial Stability

Achieve long-term profitability and operational sustainability.



Currently: Phase 1 · FY2027

Financial members

72

→ 150 by Jun 2027



Total annual income

308,220

→ \$300k+ target



Annual surplus

36,829

→ Positive, sustained annually



Monthly financial reporting

POS data

→ POS-integrated reporting by Sep 2026



Constitution update

Solicitor review

→ Approval to adopt new constitution at 2026 AGM



Digital & Tiered membership

Online, visible sign ups

→ Launched Jul 2026



CONTEXT

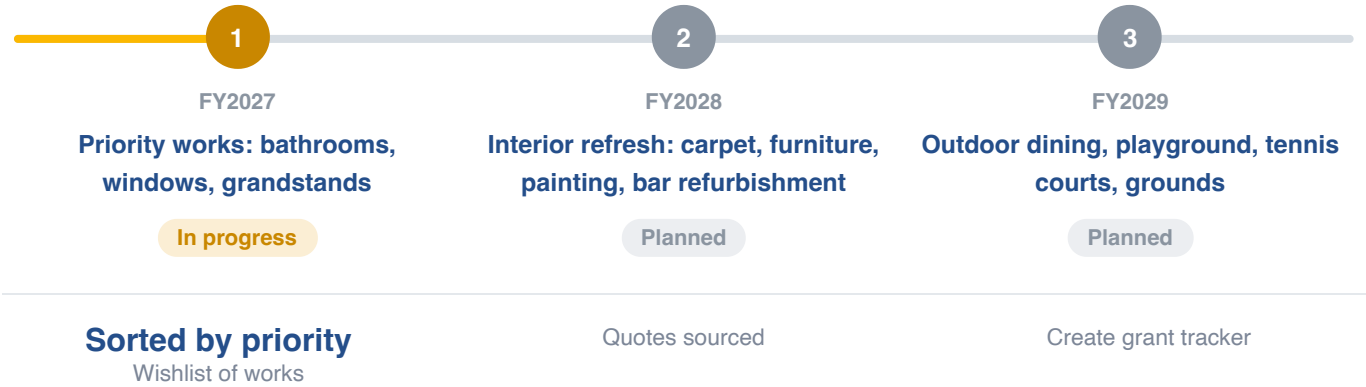
- Digital & tiered membership sign-up launched July 2026 and is now live. Since rolling over to the new system in the new FY, we have 72 financial members.
- FY26 financial result: Total annual income: \$308,220, Profit \$36,829, Net assets are \$484,648, up from \$447,818.
- FY25's \$283,204 included \$94,600 of Cocktail Party income. FY26 had none — it's biennial, next one being April 2027 — and income still went up \$25,016.
- Kitchen income nearly doubled — \$32,256 to \$62,448.
- Bar categories all up: premix +68%, wine +88%, softdrink +33%
- Second consecutive surplus after the FY23 and FY24 deficits.
- Wages went from \$22,727 to \$50,535, plus super. Paid staff carrying work the Board was absorbing unpaid, which is the volunteer and Board burnout risk the plan flags. This also contributes employment opportunities to local economy.
- Constitution solicitor review ongoing.

Infrastructure & Assets

Modernise and maintain the Club's physical assets to provide a safe, inviting environment serving the whole community.

Currently: Phase 1 · FY2027

Funding activity: 3 applications submitted · 3 awaiting outcome



CONTEXT

- The works are scoped and quoted and ready to start — timing depends on grant outcomes, not on the Club's readiness.
- Three applications under this pillar have been submitted. No physical works have commenced.
- Pending outcome \$364,811 for the bathroom, window & shaded grandstand project.

Customer Experience

Improve the Club experience to retain members and attract new visitors.



Currently: Phase 1 · FY2027

Funding activity: 2 applications submitted · 1 awaiting outcome

Menu refresh & theme nights

Planned

Daily ambience (music, screens)

Done

New TVs, tablet for music

Member perks & discounts

Done

Pilot live, discounts active

Entertainment; members draws, raffles, music

Done

Thursday night raffles & joker draw

Kitchen equipment upgrades

Done

New deep fryer

CONTEXT

- Kitchen equipment upgrades were contingent on grant funding.
- One grant application for kitchen equipment was unsuccessful; a related application is still awaiting outcome. The Board is reassessing funding options for the equipment upgrade, with a possible deferral to Phase 2.
- Kyla-Belle is booked as our Christmas party entertainment with more to come!
- Replacement of deep fryer was urgent so we did this out of savings.

Social & Community Engagement

Strengthen the club's role as a community supporter and increase the value of volunteerism.



Currently: Phase 1 · FY2027

Funding activity: 3 applications submitted · 2 awaiting outcome

Website live

Done

northstarsporting.club

Free community Wi-Fi

Done

Live (STAND program)

Multi-channel communication

Done

Facebook, Instagram, website, email, flyers/posters

Target: 3 active channels by Sept 2026

Volunteer framework

In progress

Register established

Target: 30+ active by Jun 2029

Sponsorship framework

In progress

Target: formal terms + sponsor visibility framework by Jun 2027

CONTEXT

- The Club is the operating base for the Camp Draft, Pony Club, Trail Ride and Teenage Party committees.
- Volunteer and Board burnout is a recognised risk — the volunteer framework is a sustainability measure, not just an engagement one.
- The Club wants to formalise how it works with local sponsors — clear terms, and proper recognition for the businesses and organisations that support us. But sponsorship runs both ways: it's also how NSSC gives back, backing local teams and community groups the way this town has always backed the Club. We recently sponsored the local high school girls' rugby team, and want a proper framework in place so we can keep doing this reliably rather than case by case. Terms and visibility arrangements are targeted for mid-2027.
- The Club is a designated Neighbourhood Safer Place, recognised by the NSW Rural Fire Service as a place of last resort during bush fire emergencies. Free community Wi-Fi, delivered via the nbn® Sky Muster® network under the Australian Government's STAND program, adds another layer of resilience — keeping people connected during emergencies as well as everyday use. The Club has also applied for a generator and power upgrades to strengthen this role further.