

Noosa Cyclones Basketball Club Strategic Plan 2024 – 2027

Strategic Plan 2024 - 2027

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OUR VISION (what does our club do)

Our club prides itself on creating an inclusive and supportive environment where athletes of all ages and abilities can thrive. We believe that basketball has the power to inspire and transform lives, and we are committed to nurturing both the physical and personal growth of our members and volunteers.

NDBA does everything to the highest quality to meet their aligned values in order to produce the highest quality service and product within their restricted parameters. NDBA will continue to review, reflect and refine processes to further elevate the club into the future.

OUR VALUES (What is important to us)

- Communication
- Financial Stability
- Respect
- Transparency
- Accountability
- Effective Management
- Questioning statis quo
- Recognising our volunteers
- Integrity
- Family
- Teamwork
- Inclusiveness

BACKGROUND ISSUES (What is our history)

Noosa Cyclones Basketball Association is a not-for-profit organisation run by volunteers supporting the local Noosa community. Its purpose is to encourage the participation in the sport of Basketball. Currently Noosa Cyclones provide Basketball for all age groups from Junior development through to adults to the wider Noosa community.

Noosa Cyclones have struggled in the past with their governance and finance structure with the club having entered into debt, also a lack of volunteering and presence of administration. Recent committees have worked hard to clean up and assist the club with its debt issues (now financially stable) and up to date on payments to its affiliate (Sunshine Coast Phoenix NBL 1) to allow the club to succeed moving forward. They have increased their membership and revenue and have entered a new turnover category with the Office of Fair Trading (level 1).

Recognising the clubs challenges in accessing enough qualified volunteers and a trend of fees not being paid on time. Noosa Cyclones decided as an organisation to pay an Operations Manager full time to help run the business. This in turn has led to an increase in presence of administration within the organisation, and on time payments of members fees. Noosa Cyclones have committed to renewing their governance structure, so the club has the best opportunity to succeed and is in line with the new legislation set by the Office of Fair Trading in 2023.

Noosa Cyclones hire the Noosa Leisure Centre under a hire agreement with Council. Current rental payments are \$68k annually but are set to be increased over the coming years which the club will need to budget for moving forward. Cyclones utilise the facility for most days of the week and have partnerships with the schools (Good Shepherd, Luthern College) to help facilitate additional games and courts for their members. Cyclones

have also seen an increase in representative players and want to continue to build it's brand by holding cross promotional events (3v3 tournaments) and also try to build towards a new facility to grow the club even further.

WHERE WE ARE NOW (What's happening now)

- Proactively applying for grants
- Working on official lease agreement with Council
- Operation manager, court controller, refers manager, coaching director
- Training programs
- Academy programs
- Harmonise balance between paid admin and volunteer committee
- Providing a community environment
- Increased quality of the basketball
- Increase in representative players
- Increase in membership
- Built dedicated referees and coaches space
- Referee's representing the organisation going to tournaments which the club provides an allowance
- Implementing coaching and referees information pack (whistle, rule book drills etc)
- Fundraising
- Better quality marketing and merchandise
- Financially stable
- Better communication and transparency
- Contribution to the community and members (gifts and recognition)
- Creating a pathway for coaches and referees for professional development
- More cross promotions and commercialising

OUR ROLE

We will:

- Provide juniors and seniors the opportunity to play Basketball
- Continue to provide and enhance the female competition
- Develop players, coaches and referees to help the future sustainability of the club
- To continue to grow participation for the organisation
- Promote physical activity through basketball to get kids involved and off the street
- Mentor kids and improve their mental health
- Improving relationships with the Noosa Community
- Improving relationships with Noosa Council
- Continue to provide pathways for playing representative basketball via our affiliation with Sunshine Coast Phoenix.

STRATEGIC PLANNING PROCESS

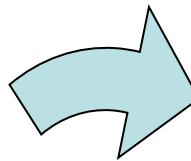
In November 2023 the club began the process of implementing a new strategic plan to help guide the current organisation into the future. A facilitated workshop involving the management committee of the club and other stakeholders identified the current state of the club based on the participants experience and knowledge.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Growth of membership Committee	Website History	Website Constitution	Growth Committee
Operations manager	Succession planning	succession planning	Old constitution
Communication	Leasing	Communication	By laws/ frame work
Values	Lack of space	Leasing	Operations manager
Innovative	Understanding responsibility	Stadium	succession planning
Fundraising	Development of the coaches	More responsibility from council	Leasing issues
Risk management	Ventilation	Better access to facility	Lack of space
Educations/ training	Disability access	Ventilation	agreement with council
Fostering relationships	Lack of governance	Updated governances	Lack of governances
Variety of programs	Lack of understanding with affiliation to Phoenix	Complaints policy	Compliance
Strong volunteer base	Politics in sport	Affiliation agreement with Phoenix	Politics in Sport
Relationship with council staff	Availability of the venue/ facilities	Advertising/sponsorship	Availability of the venue/ facilities
Accountability	Ability to generate income.	Marketing/ Merchandise	Reached capacity/capping numbers
	Constitution	Building relationships schools	Constitution
		Strengthening female division	

OUR STRATEGIC PROCESS

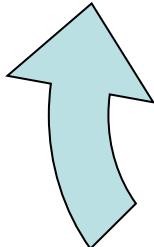
Strategic planning discussion:

- Decide on future direction
- Prioritize goals for the next two years



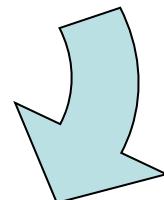
Develop operational plans:

- 36 month time span
- Measurable outcomes
- Establish costs



Stakeholder engagement and review:

- Key stakeholders are consulted on directions of Strategic Plan
- Stakeholders are consulted as plan is implemented



OUR STRATEGIC INTENT 2024 - 2027

Our strategic planning process, which commenced with a workshop held in Noosa Leisure Centre home of Noosa Cyclones. Reviewed by Brock Donlan & Sam Gibson (Goodgovernance.com.au), following comments and ideas from the participants has identified three major priority areas for the club to action over 2024 - 2027

- ⇒ Priority area 1 – New Lease with Council
- Priority area 2 – Succession planning & Governance Update
- Priority area 3 – Update/Improve Website

Priority Area 1 – New Lease with Council

Objectives

- Foster better relationships with Council staff and Councillors
- Move from hire agreement to a lease agreement
- Gain clarity over lease agreement and responsibilities
- Ensure facility maintenance is held to a high standard in line with service levels defined by Council

Strategies

- Increase communication/ meetings with Council regarding current agreement review and development of a new document including defined service levels
- Seek/hire expertise to overlook agreement to gain clarity if required
- Organise regular meetings with Council departments who are in charge of various aspects of the operation of the agreement
- Seek “one point of contact” within council for requests to be actioned

Measures of success

- Cyclones have a signed, executed agreement over the site
- Cyclones have complete understanding over new agreement
- Cyclones understand how to manage ongoing issues
- Cyclones or Council maintain site moving forward

Priority Area 2 – Succession planning & Governance Update

Objectives

- Build succession plan to have volunteers to run the club into the future
- Continue to increase membership numbers
- Replace volunteers with paid labour where possible
- Review and develop key documents

Strategies

- Urgently review constitution which is currently in breach of legislation
- Recruit new committee members or create a junior committee for a future management committee
- Secure funds to pay volunteers such as Operations Manager and Management Committee
- Review and simplify constitution
- Provide training opportunities for volunteers to increase their skills and confidence (coaches, referees etc.)
- Prepare a volunteer manual

Measures of success

- Lawful constitution has been accepted and adopted
- Increased membership
- Increased committee members or established junior committee
- Funds have been secured to afford paid administration
- Updated bylaws completed to reflect current business operation and new legislation
- Volunteer manual completed

Priority Area 3 – Update/Improve Website

Objectives

- Document and promote the history of the organisation
- Reach a new audience through social media
- To promote the clubs activities through social media
- Commercialising online activity to increase revenue

Strategies

- Create a social media plan
- Create a sponsorship plan
- Identify key sponsors for the club
- Make contact with perspective sponsors
- Develop a sponsorship agreement
- Stay in contact with sponsors
- Identify volunteers to help run the website/social media

Measures of success

- Updated website
- More content, history and information available on website
- Sponsorship agreement completed and adopted
- New sponsors on board
- Increased social media presence
- Increased merchandise sales

Appendix A – WORK SCHEDULES