



# STRATEGIC PLAN 2023-2026



**CPRGROUP**  
connelly project resources



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[www.cprgroup.com.au](http://www.cprgroup.com.au)

# INTRODUCTION

Founded in 1972, Clippers Basketball has been a haven for players, referees, coaches, and volunteers alike. Over the years, we have etched our name as one of the Sunshine Coast's most celebrated basketball clubs, boasting a national men's title and nurturing over 120 juniors who have earned places in state representative teams.

Our story began as the Maroochydore Eagles Basketball, one of the founding clubs that shaped the State Basketball League (SBL) in 1986. Evolving through various conferences, including the Southern Cross and QABL, we embarked on a journey of collaboration that ultimately gave rise to the Sunshine Coast Phoenix.

Today, as we stand as Clippers Basketball, we embrace our rich history and the transformative power of change. Our Strategic Plan charts a path that blends the essence of our heritage with the opportunities that lie ahead.

As we embark on this journey, we invite every stakeholder—players, coaches, volunteers, sponsors, and supporters—to help shape the future of Clippers Basketball. With your support, we will script a success story that continues through the next 50 years and beyond.



## MISSION

*To promote and develop the sport of basketball on the Sunshine Coast, creating pathways for growth and success. We strive to foster a diverse and inclusive basketball ecosystem, empowering athletes to reach their fullest potential.*

## VISION

*Clippers Basketball is a beacon of excellence, inspiring players of all ages and backgrounds to become champions on and off the court. We provide a high quality facility, a family-friendly basketball environment, develop player pathways through representative programs, develop and maintain volunteers, and establish and maintain valuable community partnerships.*

# CURRENT SITUATION

## **EMPOWERING 50 YEARS OF LEGACY. EMBRACING THE JOURNEY AHEAD**

At Clippers Basketball, we stand proudly at the crossroads of history and opportunity. For five remarkable decades, we have paved the way for grassroots basketball on the Sunshine Coast. Now, with our sights firmly set on the future, we present our Strategic Plan, a blueprint for the next phase of our journey.

## **MEMBERSHIP GROWTH**

Our current membership base serves as a strong foundation and we recognise the potential for growth by engaging with new players and enthusiasts. As basketball experiences a strong increase in participation, we aim to continue attracting and retaining members from all age groups, backgrounds, and skill levels.

## **PREPARING FOR THE OLYMPICS**

As we draw closer to the 2032 Brisbane Olympics and Paralympics, we look forward to witnessing this extraordinary world event in our own backyard. Clippers Basketball aims to leverage Brisbane 2032 to instill a deeper passion for the sport among both our current and prospective members. The club will also engage with relevant stakeholders to ensure that Clippers plays a significant role in the lead-up and during the event.

## **MOVING TOWARDS A BIGGER AND BETTER FACILITY**

Clippers Basketball recognises the pressing need for a modern basketball facility that aligns with our aspirations. We are actively exploring opportunities to expand our current footprint and create a larger, modern

space that caters to the evolving needs of our players, coaches, and fans. Such a facility will not only enhance the overall basketball experience but also strengthen our position as a premier sporting destination on the Sunshine Coast. To this end, we are initiating discussions with relevant stakeholders to bring this vision to life.

## **PROFESSIONAL OPERATION OF THE CLUB**

With our sights set on a future of greatness, we acknowledge the significance of operating Clippers Basketball as a well-oiled, professional machine. We are committed to implementing robust management practices along with effective operational and administrative processes. We aim to ensure streamlined operations, efficient resource allocation, and a seamless experience for our members and stakeholders. By fostering a culture of excellence and accountability, we envision a club that exudes professionalism in every aspect of its functioning.

## **LOOKING FORWARD: A SHARED JOURNEY TO SUCCESS**

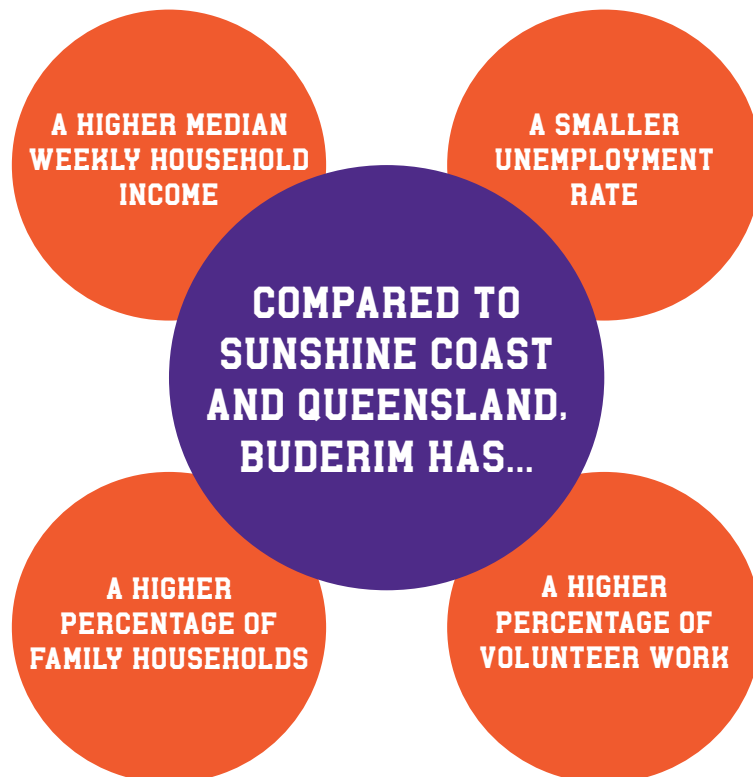
At Clippers Basketball, our current situation provides an opportune moment to redefine our trajectory and seize the limitless potential that lies ahead. With a focus on membership growth, an eye on the upcoming Olympics, and a commitment to expanding our facility footprint, we strive to amplify our impact on the Sunshine Coast and beyond.

We invite all members, sponsors, partners, and supporters to rally together in pursuit of our shared vision. Through collaboration, determination, and a collective passion for basketball, we are poised to continue building on the legacy of our 50-year journey.

# PROFILE AND DEMOGRAPHICS

Demographic and socio-economic characteristics are used as social indicators for influencing demand for services and facilities in an area. Suncoast Clippers draws its visitors from the Sunshine Coast region. In the following section, the population size, age, family structure, disposable income and employment have been compared across the Buderim area, the Sunshine Coast region and Queensland to identify social indicators.

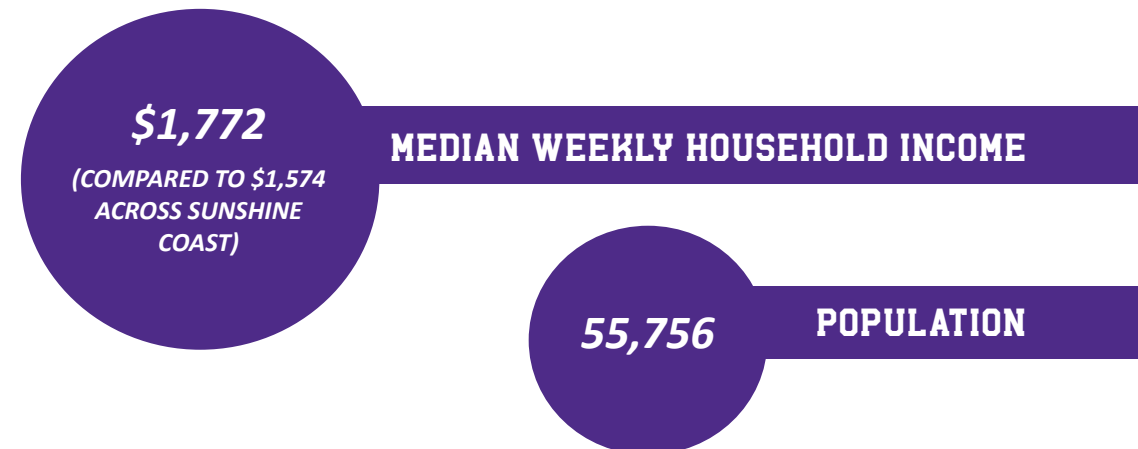
These statistics indicate an opportunity for Suncoast Clippers to target their desired demographic of both players and volunteers, who also may be more financially willing and able to participate in club sport.



<sup>1</sup> <https://www.abs.gov.au/census/find-census-data/quickstats/2021/SED30007>

## ORGANISATION DETAILS

|                                        |                                                                                                                       |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| <b>Full Legal name</b>                 | Maroochydore Eagles Basketball Association Inc.                                                                       |
| <b>Incorporated Association Number</b> | IA02199                                                                                                               |
| <b>ABN</b>                             | 49 050 240 630                                                                                                        |
| <b>Address</b>                         | Elizabeth Daniels Way Buderim, QLD 4556                                                                               |
| <b>Local Government Authority</b>      | Sunshine Coast Council                                                                                                |
| <b>Club Phone</b>                      | 07 5444 8877                                                                                                          |
| <b>Club Email</b>                      | adm@clippersbasketball.com.au                                                                                         |
| <b>Website</b>                         | <a href="https://clippersbasketball.com.au/">https://clippersbasketball.com.au/</a>                                   |
| <b>Facebook</b>                        | <a href="https://www.facebook.com/suncoastclippersbasketball">https://www.facebook.com/suncoastclippersbasketball</a> |



# STRATEGIC GOALS

Suncoast Clippers Basketball Club's strategic goals are presented across four **Strategic Pillars** that align with Basketball Queensland's current strategic priorities<sup>2</sup> to Grow, Inspire, Develop and Lead:

## GROW

To grow basketball participation within Queensland by providing inclusive and innovative participation opportunities and ensuring that our associations have the capacity to manage the growth in participation.

## INSPIRE

To provide inspiration to the wider Queensland community by creating engaging content, sharing our game's stories and by being at the forefront of initiatives that create positive social change within our basketball community.

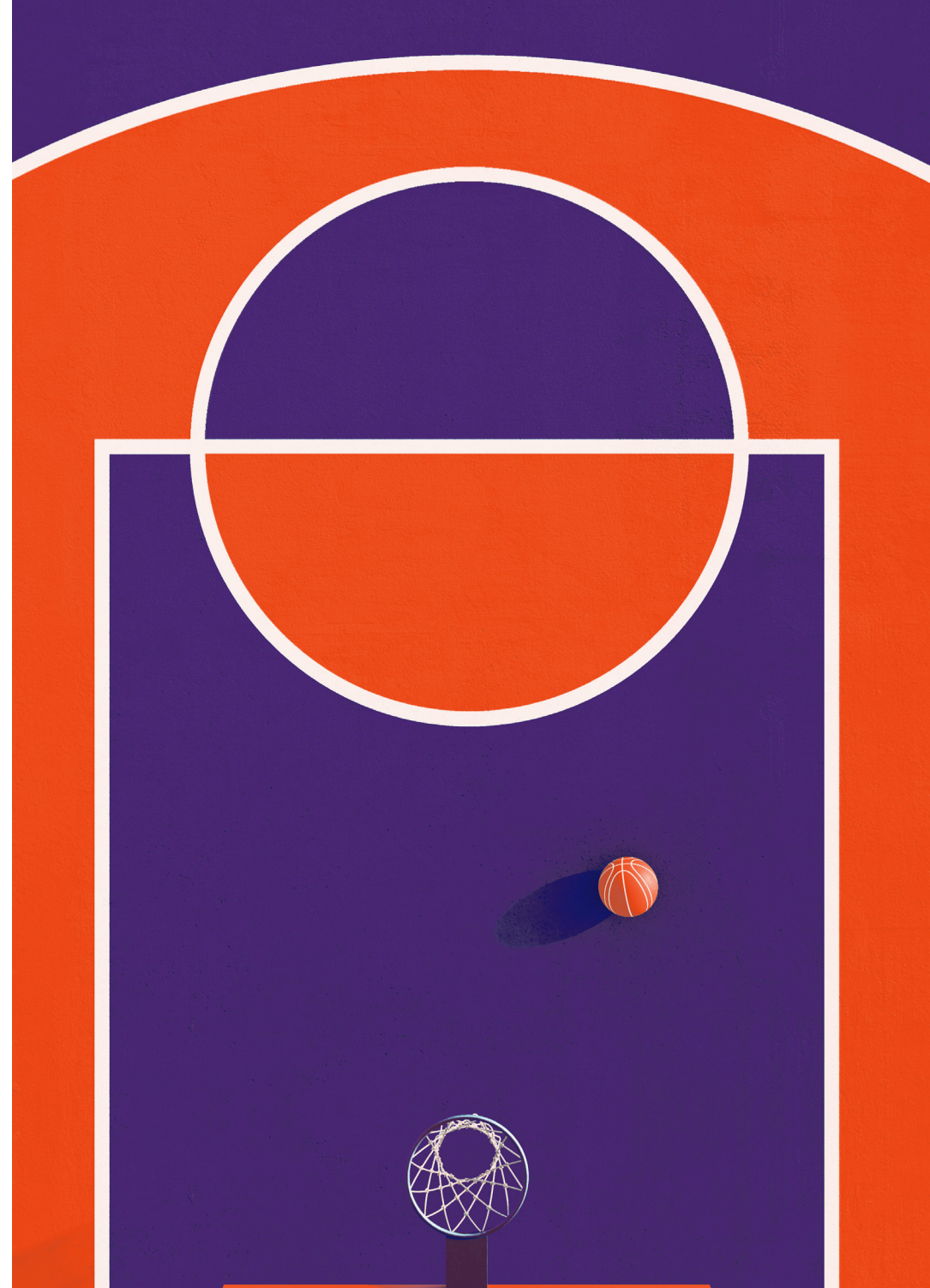
## DEVELOP

To develop inclusive and innovative pathways for players, officials, coaches and administrators to ensure basketball Queensland enjoys both immediate and long-term success.

## LEAD

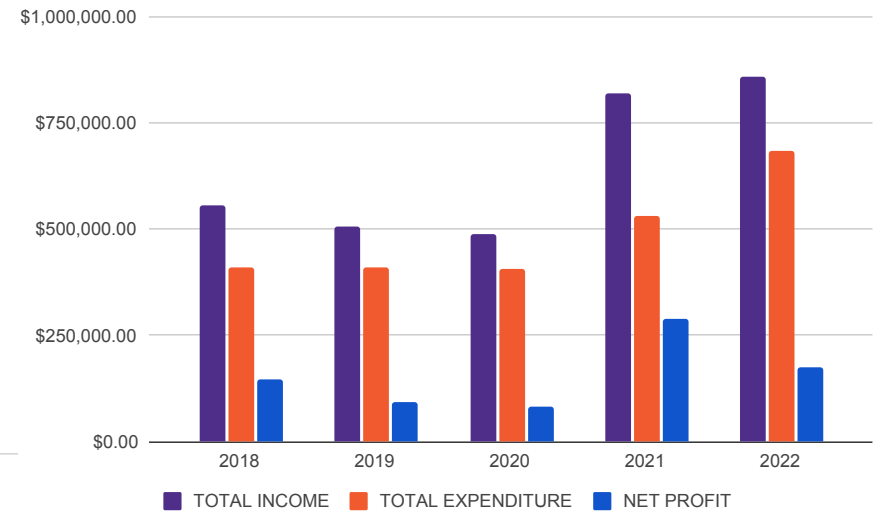
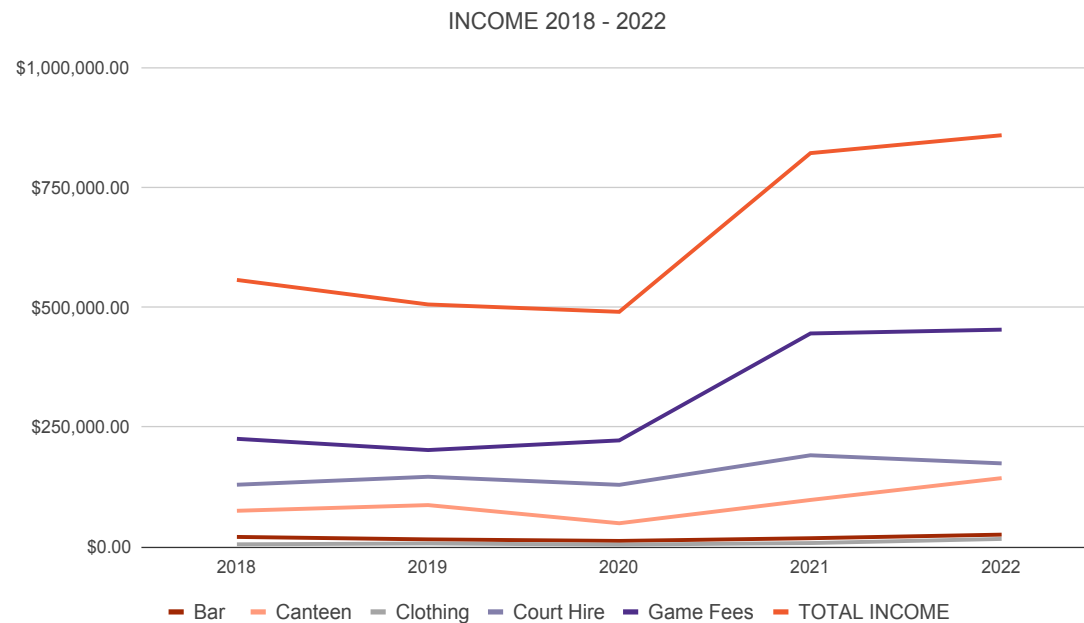
Lead a unified sport through clear governance structures, policy frameworks, effective management and transparent processes.

<sup>2</sup> <https://www.queensland.basketball/>



# FINANCIAL OVERVIEW

The two graphs on this page demonstrate a healthy profitability over each of the past five financial years. Rising expenditure in recent years has typically been matched by increased income, driven by a significant uptick in game fee revenue. The club has averaged approximately 20% net profit over the five year period. Wages have grown as a percentage of income from 8% to 19%, with the club's increase in income easily offsetting these costs. Overall, the club is in a healthy financial position and well positioned for continued growth.



**20%**  
AVERAGE NET PROFIT  
OVER THE 5 YEAR  
PERIOD

**EXTREMELY PROFITABLE CLUB**

**2021**  
SIGNIFICANT  
INCREASE IN  
INCOME

**DRIVEN BY GAME FEES**



# FACILITIES AND SERVICES

High-quality, fit-for-purpose facilities provided to our members and other community groups

| STRATEGIC OUTCOME                                                                         | OPERATIONAL ACTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| High-quality and fit-for-purpose facilities that meet the club's current and future needs | <p>Establish an asset register and preventative maintenance schedule covering all maintenance tasks and asset replacements with associated costs (assetTRAC.com.au)</p> <p>Develop an overall infrastructure plan to continue facility improvements, in line with Olympic training venue requirements, separated into two sections:</p> <p>Section 1- Current needs</p> <ul style="list-style-type: none"><li>» Upgrade of existing change rooms and bathrooms with contemporary multi-purpose dressing rooms and amenities</li><li>» Progressive furniture upgrade</li><li>» Ongoing audit and replacement of basketball specific equipment (Basketballs, game equipment, scoreboards)</li><li>» Storage solutions</li></ul> <p>Section 2- Potential expansion</p> <ul style="list-style-type: none"><li>» Potential expansion of facility and/or club footprint</li><li>» Viewing deck and food/beverage area</li><li>» Installation of upgraded grandstand</li></ul> |
| Clear understanding of Olympic venue at Kawana Sports Precinct                            | Gain clarity on how the club will be able to access the redeveloped Kawana Sports Precinct and confirm what role Clippers will play in regard to training and competition venue                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Long-term tenure of current site                                                          | Confirm and extend current lease with Sunshine Coast Council                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |





# GOVERNANCE AND OPERATIONS

An effective governance structure that enables the board and staff members to achieve strategic and operational goals

| STRATEGIC OUTCOME                                                              | OPERATIONAL ACTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strong governance system                                                       | <ul style="list-style-type: none"> <li>» Develop and adopt role descriptions for board members and key volunteer positions</li> <li>» Annual review of this strategic plan to evaluate Clippers’ progress and initiate adjustments as required</li> <li>» Develop a board succession plan, including board inductions, refresher programs and comprehensive handover processes</li> <li>» Utilise online tools to streamline governance and administration</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Strong connections with key stakeholders in the basketball and wider community | <ul style="list-style-type: none"> <li>» Engage with relevant governing bodies to determine training or hosting requirements for 2032 Brisbane Olympics and Paralympics</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Effective staff recruitment, retention and review plan                         | <p>Appoint a working group to:</p> <ul style="list-style-type: none"> <li>» Assess the current and proposed operational roles</li> <li>» Create job descriptions that define the skills, qualifications, and experience necessary for each role plus responsibilities and expectations</li> <li>» Establish reporting lines for each role to provide a clear management structure</li> <li>» Develop a recruitment strategy to attract qualified candidates</li> <li>» Develop a process that includes applicant screening, interviews, reference checks and on-boarding</li> <li>» Establish and implement performance metrics for new and existing employees that clearly define performance expectations and key performance indicators (KPIs) for each role</li> <li>» Conduct regular performance reviews that evaluate employees' performance, provide constructive feedback, and set development goals</li> <li>» Offer growth and development opportunities for employees to enhance their skills</li> <li>» Create and foster a positive work environment that encourages open communication, recognises achievements and offers opportunities for employee feedback</li> <li>» Implement employee retention strategies by identifying factors that contribute to employee turnover and implement strategies to address them</li> </ul> |
| Efficient management of the Clippers facility                                  | <ul style="list-style-type: none"> <li>» Review the facility management model to ensure the Clippers’ entire facility is operating efficiently and effectively</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |



# MEMBERSHIP AND PARTICIPATION

An active, successful and inclusive basketball club that offers diverse opportunities to its growing membership base

| STRATEGIC OUTCOME                                                                           | OPERATIONAL ACTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Capacity to handle the steady growth of junior and senior teams                             | Review current competitions to: <ul style="list-style-type: none"><li>» Determine the club's ability to cater for a growing membership base</li><li>» Explore flexible social and competitive basketball options for members</li><li>» Address scheduling issues as the club grows</li></ul>                                                                                                                                                                                                                                                                 |
| A community based club that is well connected with its members                              | <ul style="list-style-type: none"><li>» Utilise social media to recognise and promote the achievements and successes of club members</li><li>» Provide members with opportunities to provide feedback and suggestions for club improvement</li><li>» Facilitate regular engagement between the board and club members to understand the needs of members</li><li>» Actively promote the club's Code of Conduct and Basketball Queensland/Australia policies on positive behaviour</li></ul>                                                                  |
| Effective recruitment, training and retention of accredited coaches, managers and officials | Appoint Officials Coordinator to: <ul style="list-style-type: none"><li>» Facilitate and advertise accreditation and education opportunities for umpires and scorers</li><li>» Liaise and organise officials throughout the various basketball seasons</li><li>» Update the board on requirements for official recruitment and retention strategies</li></ul>                                                                                                                                                                                                |
| Improved player performance with clear pathway from juniors to seniors                      | Appoint Coaching Director to: <ul style="list-style-type: none"><li>» Organise and/or facilitate coaching forums, workshops and information sessions for club coaches</li><li>» Work with coaches to develop coaching philosophy for adoption by all teams</li><li>» Support and advertise coach education opportunities from Basketball Queensland</li><li>» Assist club coaches to gain relevant coaching accreditation</li><li>» Identify gaps in player pathway</li><li>» Introduce KPIs to check progress of team performance across the club</li></ul> |



# FINANCE, MARKETING AND SPONSORSHIP

Strong financial systems and planning, supported by diverse revenue streams

| STRATEGIC OUTCOME                                | OPERATIONAL ACTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A strong and stable financial system             | <ul style="list-style-type: none"> <li>» Operate according to a detailed annual budget, considering all aspects of club operation, aiming to generate a surplus each year and create a reserve for unexpected events</li> <li>» Maintain effective financial systems and processes, including a consistent chart of accounts for accurate year-on-year financial comparisons</li> <li>» Implement regular pricing reviews and closely monitor operational costs</li> <li>» Utilise contemporary financial software and provide monthly finance reports to the board</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Diverse revenue streams                          | <ul style="list-style-type: none"> <li>» Create and execute specific fundraising initiatives annually to boost revenue</li> <li>» Seek external grant funding to support facility developments</li> <li>» Review facility and court rentals and explore options for an online booking and payment system</li> <li>» Implement a robust strategy for club merchandise that includes:               <ul style="list-style-type: none"> <li>» Clear displays and online sales platform</li> <li>» Increased exposure on club social media</li> <li>» Regular price reviews</li> <li>» Effective stocktake process</li> </ul> </li> <li>» Appoint a sponsorship and marketing coordinator to:               <ul style="list-style-type: none"> <li>» Compile and pursue a list of target sponsors, including local businesses for community engagement and those with existing links to the club</li> <li>» Review current sponsorship packages to ensure they provide value to potential sponsors</li> <li>» Broaden club sponsorship opportunities to include social media platforms, live streaming, club channels, player sponsors, and signage</li> <li>» Implement a range of marketing strategies</li> </ul> </li> </ul> |
| Robust asset maintenance and replacement systems | <ul style="list-style-type: none"> <li>» Maintain a club asset register and establish a dedicated sinking fund with contributions for timely asset repair, replacement, and facility improvements.</li> <li>» Contribute regularly to the club sinking fund, increasing contributions based on annual income and programmed asset replacement costs</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

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