

# GCCRBA Strategic Plan

2022-2027



# Executive Summary

For over 60 years, Gold Coast Basketball has served its local community in celebration of a shared passion for the game of basketball. The Association's roots within the community are strong and run deep. Looking to position the sport as a viable competitor to football codes, the association has consciously focused on expanding its geographical reach over the last five years – and we've been successful in that aim. We have seen significant growth in membership numbers and achievements within the sport. The Association's 2022-2027 Strategic Plan looks to stabilise the growth it has experienced in the past. In this iteration of our strategic plan, we recognise the importance of our local community, and seek to improve our standing within the national and international basketball communities for the benefit of current and future Gold Coast players, coaches, referees, and affiliated members.

Following consultation with key stakeholders within the association, we have identified four key success areas that will be crucial in achieving our goals in this Strategic Plan. The key success areas are Growth & Stability, Financial Viability, People & Culture, and Operations.

Resoundingly (and over a long period of time), members and interested parties have highlighted the need for a “place of our own” for Gold Coast Basketball. Whilst Carrara is undoubtedly our “spiritual home” the challenges of sharing a community-based venue have created continuous problems for our programs and scheduling. Every journey begins with a single step, and in this plan, we take our first real steps to grappling with a need for certainty about our “place”. To this end, our Board will take leadership of our two major goals: the development of a Centre of Excellence and exploring facility options that will provide the certainty that members crave.



# Executive Summary cont.

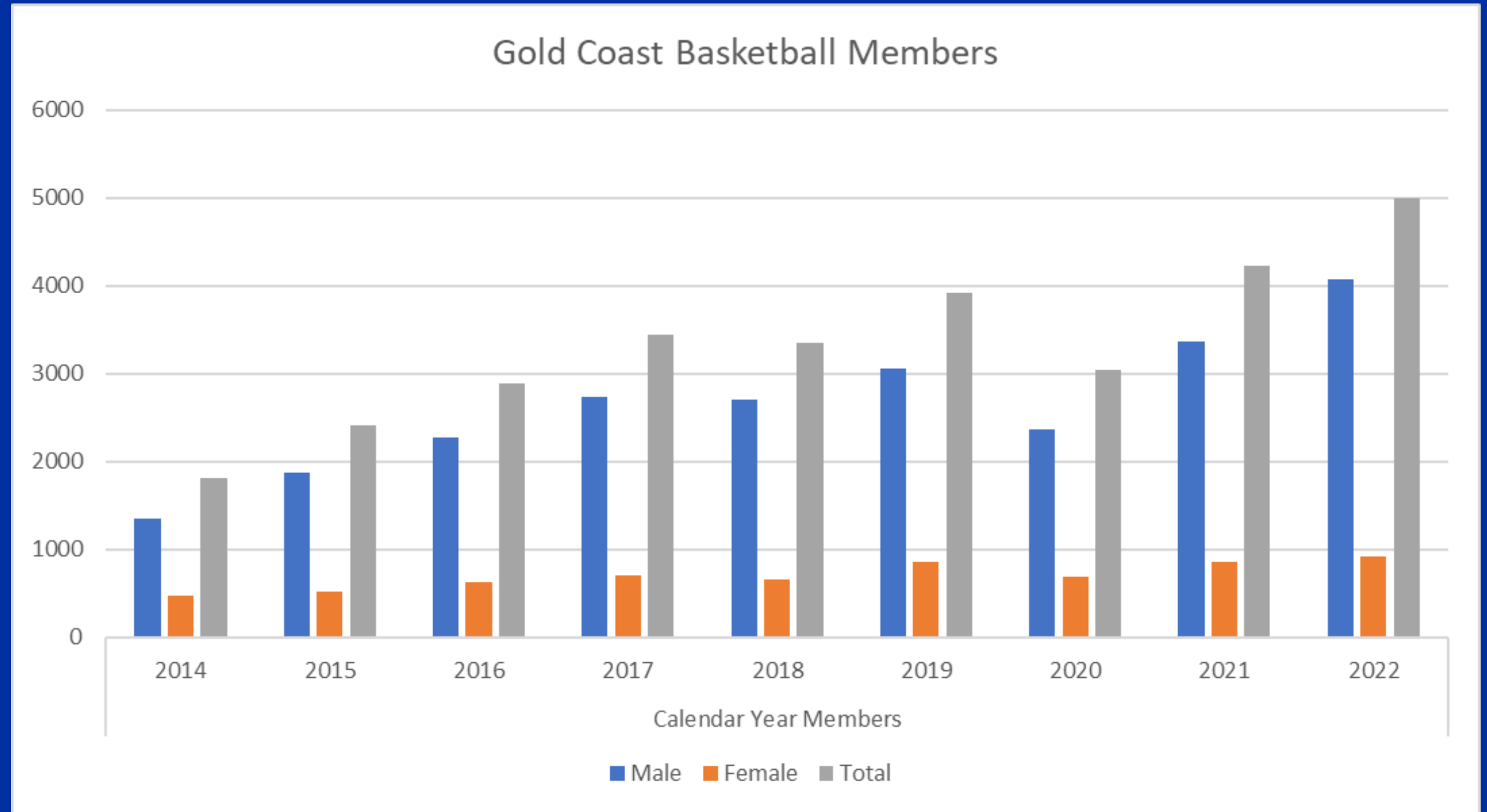
We recognise that the achievement of these significant goals is heavily reliant on our people – the majority of whom are volunteers who tirelessly give of their time and energy to keep the Association running. These people are the beating heart of our Association, and this plan provides a renewed focus on supporting, recognising and developing all of our people. Our stated Values have also been revised and will be embedded into all aspects of our business to drive shared behaviours and the creation of an inclusive spirit of co-operation and excellence.

The Association recognises that nothing will change about our business unless we can grow our revenue streams. We are almost at capacity in terms of membership numbers – our existing facility and volunteer base cannot support further growth without additional resources. This then provides the impetus for a number of strategies including improving paid attendance at NBL1 home events, securing a naming rights sponsor, and improving overall sponsorship through leverage of our digital imprint via Glory league and social media.

The Gold Coast City Regional Basketball Association is poised to enter a new phase of development supported by our staff, volunteers, and members. We have a vision to expand into national and international markets – initially as a strategic partner with like-minded organisations but later as a recognised leader and innovator in the sport of basketball. It's a big step out of our local community – but we can see the benefits that will accrue back to our local community through our success and we say “Let's do it!”



# Snapshot of our Association



# Meet Our Team



**Joel McInnes**  
General Manager



**Jennelle Cameron**  
Operations Manager



**Melonie Lloyd**  
Accounts Manager



**Julie Brown**  
Senior Competitions Manager



**Pero Cameron**  
Basketball Development



**Martinne O'Neill**  
Junior Competitions Manager



**Dillan Vella**  
Competitions Officer

# Meet Our Directors



**Leanne Cohens**  
Director - Secretary



**Rebecca Morris**  
President



**Hugh Robertson**  
Director



**Mia Behlau**  
Director



**Murray Smith**  
Director



**Tony Ambrose**  
Treasurer

# Snapshot of our Association



Total number of members - Currently 3957 (June 2022)

Programs run by Association

GCJBL, GCSBL, Rep, NBL1, QSL1, Rollerblaze,  
Unified, Sporting Schools, Development program, Academy

Number of teams by Club/Program

Senior teams – 230 teams

Junior teams – 284 Winter 2022

Number of volunteers

250 for NBL1/State Champs - 440 Coaches/Managers

Number of referees 92 Active

# Snapshot of our Association



## Number of Coaches

250

## Number of schools engaged

20 schools per annum engaging in development programs

## Annual turnover

2020-21 \$1.8 Million

## Venues

Gold Coast Sport and Leisure Centre (15 courts), Carrara Indoor Sports Stadium (show court), Tallebudgera Recreations Centre (5 courts).

School training facilities – 12 courts throughout the GC

## Achievements

Association of the Year 2019 and 2020

Vince Hickey Shield 2020 and 2021



# Mission Statement

GCCRBA is a progressive sporting centre of excellence offering opportunities and pathways for the benefit of its members and the whole Gold Coast Community.



## Vision Statement

Position Gold Coast Basketball as a global identity and Centre of Excellence that attracts opportunity and talent, and fosters connections.

# Our Values



## Excellence

we have expectations of the highest calibre, ensuring every activity we perform is above and beyond championship level;

## Professionalism

we are true to our values, living and breathing the standards we set as leaders in our community

## Inclusiveness

we act as an association for ALL incorporating and understanding the diversity in culture, physicality, backgrounds and community



## Integrity

we are authentic and respectful in our interactions with each other. We do the right thing, even when no one is watching

## Sustainability

we strive to deliver enduring quality leaving a positive legacy in the communities in which we operate



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## Areas of Strategic Focus

- Growth and Stability
- Financial Viability
- People & Culture
- Operations



# GOALS

## GROWTH AND STABILITY

- Expand southern reach of Association via a 100% increase in the number of facilities hosting our programs within 5 years.
- Build community awareness of Gold Coast Basketball and its programs



# GOALS

## FINANCIAL VIABILITY

- Grow sponsorship value by 15% each year
- Undertake a review of membership fees on a yearly basis.
- Identify and develop new program opportunities to increase revenue by 5% per year
- Revamp financial reporting to better monitor financial performance.



## GOALS

### PEOPLE AND CULTURE

- Introduce a reward and recognition program aligned with Core Values.
- Review and align Code of Conduct with values for Association members, staff and spectators.
- Create a Volunteer Co-ordinator position to manage volunteers.
- Ensure all Coaches are accredited and have Blue Cards within 2 years.
- Improve retention of Senior Referees



# GOALS

## PEOPLE AND CULTURE

- Individual clubs to recruit players to Junior Referee ranks.
- Implement a member satisfaction survey and monitor results/respond to issues.
- Upload 3 new episodes per month to Gold Coast Basketball YouTube channel focusing on beginners through to senior players.





## GOALS

## OPERATIONS

- Enhance and facilitate improved communication throughout the Association.
- Develop a proposal, implementation plan and timeframe for the establishment of a Centre of Excellence.
- Formalise Community Links program.
- Establish a Social Club Committee.
- Explore opportunities for potential new facilities and/or management rights for existing facilities.



# Our Contact Informations

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