



# Strategic Plan

2017 to 2020



# USC Rip City Basketball 2017-2020 Strategic Plan at a Glance

## Vision

For USC Rip City Basketball to be a dynamic, professional and supportive association recognised in the Sunshine Coast region for basketball delivery, development and excellence as part of the state basketball community

## Mission

To provide a supportive, fun, and dynamic basketball development environment for all age and skill levels developing skill and character beyond hoops with well defined pathways from beginner to national and international opportunities.

## Our Shared Values

Respect

Integrity

Professionalism

Participation

Excellence

## Four Year Outcomes

- 🏀 Increased female participation at all levels
- 🏀 Increased delivery of Aussie Hoops programs
- 🏀 Improved school engagement programs
- 🏀 Increased membership
- 🏀 Improved communication with the members and community
- 🏀 Improved collegiality in both coach and referee development
- 🏀 Increased selections to state and national programs (players, coaches and referees)
- 🏀 Improved success of junior representative players transitioning to QBL/SBL
- 🏀 Improved success at state championships

## Strategic Priorities

Female  
Participation  
Growth

School &  
Community  
Engagement

Expanded  
Development  
Pathways

Supported  
Coach and  
Referee  
Development

Communication

State  
Program  
Selections

Growing  
Participation  
in a Vibrant  
Local  
Competition

## Identification

- **Incorporation name**  
University of the Sunshine Coast Basketball Club Inc.
- **Trading as**  
USC Rip City Basketball
- **Website & Facebook**  
[www.uscbasketball.com.au](http://www.uscbasketball.com.au)  
[www.facebook.com/USCBCBBALL](https://www.facebook.com/USCBCBBALL)
- **Official Logo**  
  
The logo features the word "ripcity" in a stylized font, with "rip" in green and "city" in black. Below it, "SUNSHINE COAST" is written in a smaller, black, sans-serif font.
- **Office**  
  
USC Sports Stadium, Sippy Downs Dr, Sippy Downs, QLD  
Locked Bag 4, Maroochydore DC, QLD, 4558  
T: 07 5476 5176  
E: [office@uscbasketball.com.au](mailto:office@uscbasketball.com.au)
- **ABN**  
72 460 278 198







### **Affiliations**

- Basketball Queensland
- Basketball Australia

### **Partnerships**

- USC Sports
- Sunshine Coast Council

### **Competitions**

- USC Rip City Basketball – Mini-ball
- USC Rip City Basketball – Juniors
- USC Rip City Basketball – Seniors
- BQJBC
- BQ Junior State Championships
- Southern Basketball League (SBL)
- Queensland Basketball League (QBL)

***SKILL & CHARACTER BEYOND HOOPS***  
***Respect – Integrity - Professionalism***

## Background

### About USC Rip City Basketball

The association was established in July 2008 as a member of Basketball Queensland with 46 playing members.

USC Rip City Basketball is a non-profit incorporated association who's main goals are to:

- Create an environment for all members from the Sunshine Coast region to enjoy basketball
- Develop strong technical and non-technical basketball skills in players, coaches and officials in the Sunshine Coast region
- Create and develop strong basketball pathways for players, coaches and officials in the Sunshine Coast region



USC Rip City Basketball is a professionally administered basketball association well placed to establish partnerships with academia, industry and other sporting associations that provide mutual benefit.

USC Rip City Basketball is managed by a professional team of 3 part time contracted staff, and hundreds of volunteers. The governance of USC Rip City Basketball is through an elected volunteer management committee.

USC Rip City Basketball operations are guided by strategic and operations plans that stakeholders have input in developing.

The programs provided allow opportunities for new, developing and elite female and male players, coaches and referees of all ages and capacity to engage, enjoy, and develop in the sport of basketball.

From its home base at USC – Sippy Downs and through its partnership with USC Sports, USC Rip City Basketball has access to some of the best facilities and athlete services in Queensland, providing expanded sport development opportunities, particularly to the elite players, coaches and referees.

USC Rip City Basketball was recognised as the Basketball Queensland Small Association of the Year in 2010, 2011 and 2012.

***SKILL & CHARACTER BEYOND HOOPS***  
***Respect – Integrity - Professionalism***



## USC Rip City Basketball Profile

- Large family demographic with members from age 4 to 60+
- Membership base
  - 500 to 600 junior members
  - 150 to 250 senior members
- Participation by male and female members
- Programs for all age and skill levels
- Play primarily indoors 12 months of the year
- Sunshine Coast region-wide representation in the sport
- Professional management committee and staff
- 2 QBL and 2 SBL teams
- Vibrant and growing local competitions for all ages and skill
- State Elite development programs
- Junior development programs
- School engagement programs
- Participation in BQJBC and BQ State Championships
- Strong relationship with Sunshine Coast Council





## Mission

To provide a supportive, fun, and dynamic basketball development environment for all age and skill levels developing skill and character beyond hoops with well defined pathways from beginner to national and international opportunities.



## Vision

For USC Rip City Basketball to be a dynamic, professional and supportive association recognised in the Sunshine Coast region for basketball delivery, development and excellence as part of the state basketball community





## Core Business



To serve the needs of the members of USC Rip City Basketball by:

- Providing a safe and supportive environment for **all** players, coaches and referees to participate in basketball
- Providing accessible male and female local competitions for all skills and ages
- Providing development programs for all skill level players
- Providing education and development opportunities for referees, coaches and volunteers
- Providing strong, connected development pathways from beginner to elite state, national, QBL, NBL and beyond
- Promoting the sport of basketball throughout the Sunshine Coast region
- Developing partnerships that add value to basketball participation and development on the Sunshine Coast
- Developing products and services to enhance member experiences:
  - Volunteer management
  - Policy development
  - Grant funding
  - Operational planning
  - Risk management
  - Financial management
  - Communications
  - Website management
  - Marketing
  - Member protection

***SKILL & CHARACTER BEYOND HOOPS***  
***Respect – Integrity - Professionalism***



Vision and Mission	Strategic Priorities	Summary
<p><b>Our Vision</b>  <i>For USC Rip City Basketball to be a dynamic, professional and supportive association recognised in the Sunshine Coast region for basketball delivery, development and excellence as part of the state basketball community</i></p> <p><b>Our Mission</b>  <i>To provide a supportive, fun, and dynamic basketball development environment for all age and skill levels developing skill and character beyond hoops with well defined pathways from beginner to national and international opportunities.</i></p>	1. Female participation growth	To increase the level of participation by females in all programs by developing programs that better match the needs and interests of female players, coaches and referees and thereby attracting and retain more female athletes to basketball
	2. School & Community Engagement	To grow USC Rip City Basketball recognition in the region by providing support to introduce and running of enjoyable basketball programs and events in the schools and community that will increase interest and basketball participation on the Sunshine Coast as well as making USC Rip City Basketball a stronger partner in the region.
	3. Expanded development pathways	To provide members with clear well defined pathways that suit their own skills and ambitions and access to competitions, development programs and events to support them in the pursuit of the pathways. These pathways need to cater to all skills and ages within the membership and be well connected to state, national and international opportunities.
	4. Supported coach & referee development	To create and support more collegial structures, programs and environments to support the growth and development of technical and non-technical skills in both referees and coaches that capitalises on the breadth of knowledge and experience within the association as well as accessing the best external expertise to support their development.
	5. Communication	To develop and exploit all communication tools and technology to ensure all USC Rip City Basketball stakeholders get accurate information, appropriate to their needs/interests when they need it for both internal and external operations, management and promotions.
	6. State program selections	To continue to strive to develop athletes, coaches and referees of the highest standard that are recognised and selected to the relevant state and national program
	7. Growing participation in a vibrant local competition	To continue to improve and expand the local club competitions to provide a fun experience for all skill levels by ensuring they participate in a competition that is appropriate to their skill and development level. The aim is to have the quality of the competition and increased participation leverage off each other in improving the overall offering to members.

Strategic Priority	Objectives
1. Female participation growth	<ul style="list-style-type: none"> <li>a. Increased number of females registering as new members</li> <li>b. Increased retention of girls through mini-ball and junior programs</li> <li>c. Establishment of a sustainable women's social competition</li> <li>d. Increased number of female coaches in the association</li> <li>e. Increase the number of junior girls that graduate and transition to our senior competitions</li> </ul>
2. School & Community Engagement	<ul style="list-style-type: none"> <li>a. Increase the number of schools we run basketball support programs with</li> <li>b. Increase the number of funded active schools programs we contribute to</li> <li>c. Increase the number of new members that join from school programs</li> <li>d. Increased number of partnerships and sponsorships from the Sunshine Coast community for basketball programs</li> </ul>
3. Expanded development pathways	<ul style="list-style-type: none"> <li>a. Increased enrolment by players in voluntary skills development programs</li> <li>b. Increased volunteer coach participation in delivering player development programs</li> <li>c. Increased percentage of junior players graduating successfully to senior programs</li> <li>d. Increased number of elite players having success beyond the Association (State, national, USA College, etc.)</li> </ul>
4. Supported coach & referee development	<ul style="list-style-type: none"> <li>a. Increased volunteer coach and referee participation</li> <li>b. Improved consistency in coaching and referee quality across the association</li> <li>c. Increased number of coaches and referees with recognised qualifications</li> <li>d. Increase coach and referee retention</li> </ul>
5. Communication	<ul style="list-style-type: none"> <li>a. More consistent knowledge of Association activity across the stakeholders (less confusion and conflicting understandings)</li> <li>b. More website, Facebook and Instagram hits, views and engagement</li> </ul>
6. State program selections	<ul style="list-style-type: none"> <li>a. Increase in the numbers of players, coaches and referees selected for participation in State Development Programs</li> <li>b. Increased team success at BQ State Championships</li> </ul>
7. Growing participation in a vibrant local competition	<ul style="list-style-type: none"> <li>a. Increase in the number of players registered to play in the local competition</li> <li>b. Increase in the number of different skill/age levels the competition can sustainably cater for</li> <li>c. Increase in the number of members that are retained for the full 12 months a year</li> <li>d. Increased word of mouth recruitment of new members</li> </ul>



Objectives	Method of Delivery	Success Measure
<b>1. Female participation growth</b>	<ul style="list-style-type: none"> <li>Establish and properly support a female participation sub-committee</li> <li>Capture information from female members relative to their needs/interests</li> <li>Develop female targeted programs and competitions</li> <li>Targeted female promotions and marketing</li> </ul>	<ul style="list-style-type: none"> <li>Increase in female membership</li> </ul>
a. Increased number of females registering as new members	<ul style="list-style-type: none"> <li>Based on female subcommittee work               <ul style="list-style-type: none"> <li>Create improved entry programs and pathways</li> <li>Improved female coach and mentor support</li> <li>Targeted female programs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Increase in female membership</li> </ul>
b. Increased retention of girls through mini-ball and junior programs	<ul style="list-style-type: none"> <li>Based on female subcommittee work               <ul style="list-style-type: none"> <li>Create improved entry programs and pathways</li> <li>Improved female coach and mentor support</li> <li>Targeted female programs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Increase in female membership</li> <li>Increased return membership or retention of girls</li> </ul>
c. Establishment of a sustainable women's social competition	<ul style="list-style-type: none"> <li>Based on female subcommittee work               <ul style="list-style-type: none"> <li>Create a competition targeted to women's interests</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The existence of a stable and growing women's competition</li> </ul>
d. Increased number of female coaches in the association	<ul style="list-style-type: none"> <li>Based on female subcommittee work               <ul style="list-style-type: none"> <li>Develop female coaching pathways</li> <li>Invite external expertise to support female coach development</li> <li>Mentor juniors in volunteer coaching roles</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of female coaches</li> </ul>
e. Increase the number of junior girls that graduate and transition to our senior competitions	<ul style="list-style-type: none"> <li>Based on female subcommittee work               <ul style="list-style-type: none"> <li>Develop improved transition pathways</li> <li>Improve mentorship between seniors and juniors</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of past junior members playing QBL/SBL</li> </ul>

Objectives	Method of Delivery	Success Measure
<b>2. School &amp; Community Engagement</b>		
a. Increase the number of schools we run basketball support programs with	<ul style="list-style-type: none"> <li>Reach out to membership for contacts at their schools</li> <li>Develop information package that speaks specifically how we can deliver value to school programs through basketball (seek teacher support to develop)</li> <li>Contact new schools to offer support</li> <li>Offer Aussie Hoops programs before and after school</li> </ul>	<ul style="list-style-type: none"> <li>Number of new schools we establish programs with</li> </ul>
b. Increase the number of funded active schools programs we contribute to	<ul style="list-style-type: none"> <li>Continue to build strong relationship with current schools</li> <li>Leverage new school contacts to accessing grant funded programs</li> <li>Deliver strong programs when given the opportunity</li> <li>Provide strong volunteer coach support to development team to deliver programs</li> </ul>	<ul style="list-style-type: none"> <li>Number of grant paid active school programs delivered per term</li> </ul>
c. Increase the number of new members that join from school programs	<ul style="list-style-type: none"> <li>Develop appropriate information flyer about USC Rip City Basketball programs and pathways for distribution at school programs</li> <li>Improved website information</li> </ul>	<ul style="list-style-type: none"> <li>Number of school program participants that join a USC Rip City Basketball program</li> </ul>
d. Increased number of partnerships and sponsorships from the Sunshine Coast community for basketball programs	<ul style="list-style-type: none"> <li>Capture and promote success of school and community engagement programs</li> <li>Develop information package for potential partners that highlights the range of programs and benefits we deliver</li> </ul>	<ul style="list-style-type: none"> <li>Number of partners supporting USC Rip City programs</li> <li>Amount of sponsorship funding secured</li> </ul>



Objectives	Method of Delivery	Success Measure
<b>3. Expanded development pathways</b>		
a. Increased enrolment by players in voluntary skills development programs	<ul style="list-style-type: none"> <li>• Seek input from membership on needs and interests in development programs</li> <li>• Seek partnerships through USC Sport to provide added value to development programs</li> <li>• Access external expertise to support strong programs</li> <li>• Develop sponsorship partnerships to make programs more affordable</li> <li>• Develop programs to accommodate different skill levels and manage to have members participate at a level appropriate to their skill</li> </ul>	<ul style="list-style-type: none"> <li>• Number of successful development programs</li> <li>• Number of members enrolled in development programs</li> </ul>
b. Increased volunteer coach participation in delivering player development programs	<ul style="list-style-type: none"> <li>• Engage with coaching group to identify methods to support broad coach participation</li> <li>• Create opportunities to make small or large contributions as individual schedules allow (one coordinating coach with many supporting)</li> <li>• Provide development incentives for coaches to participate</li> </ul>	<ul style="list-style-type: none"> <li>• Number of coaches contributing to development programs</li> </ul>
c. Increased percentage of junior players graduating successfully to senior programs	<ul style="list-style-type: none"> <li>• Develop junior to senior transition programs</li> <li>• Facilitate mentorship with current senior players</li> </ul>	<ul style="list-style-type: none"> <li>• Number of players successfully graduating from junior to senior programs</li> </ul>
d. Increased number of elite players having success beyond the Association (State, national, USA College, etc.)	<ul style="list-style-type: none"> <li>• Expand partnerships with pathways</li> <li>• Adopt training and development techniques from elite programs that will enhance pathways</li> </ul>	<ul style="list-style-type: none"> <li>• Number of players that have success at state, nationals and beyond</li> </ul>

Objectives	Method of Delivery	Success Measure
<b>4. Supported coach &amp; referee development</b>	<ul style="list-style-type: none"> <li>Establish and properly support a Coaches Club &amp; Referee Club               <ul style="list-style-type: none"> <li>Establish peer support and evaluation processes</li> <li>Regular skills development and support meetings</li> <li>Coaches - development and support a consistent Association style of play - ensuring consistency with pathways for players and coaches</li> <li>Referees – regular review of point of emphasis - ensuring consistency with referee pathways</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Number of participants in the Coaches Club</li> <li>Number of participants in the Referees Club</li> </ul>
a. Increased volunteer coach and referee participation	<ul style="list-style-type: none"> <li>Through the Coaches/Referee Club develop information package for potential coaches/referees</li> <li>Promote support through the Coaches /Referees Club</li> <li>Creating a coaching mentor program for junior coaches</li> <li>Promote referee green shirt mentor program</li> <li>Implement and support publicised development pathways for coaches and referees</li> </ul>	<ul style="list-style-type: none"> <li>Number of volunteer coaches in the Association</li> <li>Number of referees in the Association</li> </ul>
b. Improved consistency in coaching and referee quality across the association	<ul style="list-style-type: none"> <li>Through Coaches Club support a defined style of play</li> <li>Reinforce and provide support material on style of play in Coaches Club meetings</li> <li>Through Referees club have consistent and supported points of emphasis adapted to observed game call</li> <li>Identify and implement latest technology in coach and referee feedback</li> </ul>	<ul style="list-style-type: none"> <li>Easier transition for players along development pathways due to consistency in style and approach</li> <li>Few complaints on referee consistency</li> </ul>
c. Increased number of coaches and referees with recognised qualifications	<ul style="list-style-type: none"> <li>Offer more qualification course at Association</li> <li>Support members to take higher level courses</li> </ul>	<ul style="list-style-type: none"> <li>Number of higher qualified coaches</li> <li>Number of higher qualified referees</li> </ul>
d. Increase coach and referee retention	<ul style="list-style-type: none"> <li>Improved support through Coaches/Referee Club</li> </ul>	<ul style="list-style-type: none"> <li>Number of Coaches retained</li> <li>Number of Referees retained</li> </ul>



Objectives	Method of Delivery	Success Measure
<b>5. Communication</b>		
a. More consistent knowledge of Association activity across the stakeholders (less confusion and conflicting understandings)	<ul style="list-style-type: none"> <li>• Launch new website and Instagram account</li> <li>• Develop and implement a communication plan between operations and committee</li> <li>• Develop an approval process for external communications</li> <li>• Re-establish regular newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Positive feedback form members on information available</li> <li>• Number of phone calls and emails to the office seeking information</li> <li>• Consistency of what members understand from the communications going out</li> </ul>
b. More website, Facebook and Instagram hits, views and engagement	<ul style="list-style-type: none"> <li>• Launch new website</li> <li>• Launch new Instagram account</li> <li>• Integrate communication across website, Mail Chimp, Facebook and Instagram with defined role for each</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Facebook followers and engagements</li> <li>• Number of website hits</li> <li>• Number of Instagram followers</li> </ul>
<b>6. State program selections</b>		
a. Increase in the numbers of players, coaches and referees selected for participation in State Development Programs	<ul style="list-style-type: none"> <li>• Increase the number of development programs</li> <li>• Seek collaboration with BQ resources in delivery of development programs</li> <li>• Support coaches and referees to participate in BQ events</li> <li>• Re-enforce consistency in pathway from USC Rip City Basketball programs to BQ programs</li> </ul>	<ul style="list-style-type: none"> <li>• Number of players coaches and referees selected to the state programs</li> </ul>
b. Increased team success at BQ State Championships	<ul style="list-style-type: none"> <li>• Through the Coaches Club develop and support a consistent style across the Association</li> <li>• Improved coaching support through Coaches Club</li> <li>• Improved team support through Coach and Player Development Officers</li> </ul>	<ul style="list-style-type: none"> <li>• Shield ranking for State Championships</li> </ul>

Objectives	Method of Delivery	Success Measure
<b>7. Growing participation in a vibrant local competition</b>		
a. Increase in the number of players registered to play in the local competition	<ul style="list-style-type: none"> <li>• Increase promotion of programs and competitions through schools, camps and complimentary sports</li> <li>• Ensure all entry points to programs for skill and age are clear</li> <li>• Maximise use of the best venues and good times of the week to make participation easier</li> <li>• Create a positive Association atmosphere at all programs and competitions</li> <li>• Run a completely social 3V3 competition on Fridays to create connectivity across the Association and social value</li> </ul>	<ul style="list-style-type: none"> <li>• Number of players in the local competition</li> </ul>
b. Increase in the number of different skill/age levels the competition can sustainable cater for	<ul style="list-style-type: none"> <li>• Expand tem numbers to be able to make viable sub-competitions (A, B, C, etc.)</li> <li>• Manage team and competition allocation to player skills, experience and ability rather than just age</li> </ul>	<ul style="list-style-type: none"> <li>• Number of different grades of competition offered in the competitions</li> </ul>
c. Increase in the number of members that are retained for the full 12 months a year	<ul style="list-style-type: none"> <li>• Provide a variety of programs and competitions (club, development programs and 3V3 social Fridays) so members can match to their interests through the year</li> </ul>	<ul style="list-style-type: none"> <li>• Number of members actively engaged 12 months per year</li> </ul>
d. Increased word of mouth recruitment of new members	<ul style="list-style-type: none"> <li>• Improved use of website and social media</li> <li>• Develop material to help members promote through word of mouth</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new members introduced to USC Rip City Basketball by a friend</li> </ul>

Four Year Objectives	KPI's 2017	KPI's 2018	KPI's 2019	KPI's 2020
<b>1. Female participation growth</b>				
a. Increased number of females registering as new members	<ul style="list-style-type: none"> <li>Establish female participation sub-committee</li> </ul>	<ul style="list-style-type: none"> <li>Using 2016 as base line increase female membership by 10%</li> </ul>	<ul style="list-style-type: none"> <li>Using 2016 as base line increase female membership by 50%</li> </ul>	<ul style="list-style-type: none"> <li>Using 2016 as base line increase female membership by 100%</li> </ul>
b. Increased retention of girls through mini-ball and junior programs	<ul style="list-style-type: none"> <li>Establish female participation sub-committee</li> </ul>	<ul style="list-style-type: none"> <li>Implement female targeted programs and promotions for mini-ball and juniors</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of girls that are retained as members for multiple years</li> </ul>	
c. Establishment of a sustainable women's social competition	<ul style="list-style-type: none"> <li>Establish social women's comp with 6 teams</li> </ul>	<ul style="list-style-type: none"> <li>Expand women's competition to 10 teams</li> </ul>	<ul style="list-style-type: none"> <li>Establish a women's A-Grade competition with 4 to 6 teams</li> <li>Maintain Social competition with 10 to 12 teams</li> </ul>	<ul style="list-style-type: none"> <li>Maintain women's A-Grade competition with 4 to 6 teams</li> <li>Maintain Social competition with 10 to 12 teams</li> </ul>
d. Increased number of female coaches in the association	<ul style="list-style-type: none"> <li>Establish female participation sub-committee</li> </ul>	<ul style="list-style-type: none"> <li>Run female targeted coaching clinics</li> <li>Double the number of female coaches from 2017</li> </ul>	<ul style="list-style-type: none"> <li>Run female targeted coaching clinics</li> <li>Double the number of female coaches from 2018</li> </ul>	<ul style="list-style-type: none"> <li>Run female targeted coaching clinics</li> <li>All female teams are coached by qualified female coaches</li> </ul>
e. Increase the number of junior girls that graduate and transition to our senior competitions	<ul style="list-style-type: none"> <li>Establish female participation sub-committee</li> </ul>	<ul style="list-style-type: none"> <li>Establish a female senior player mentor program with SBL/QBL teams</li> </ul>	<ul style="list-style-type: none"> <li>Maintain female senior player mentor program with SBL/QBL teams</li> <li>Increase the number of female junior players graduating to SBL/QBL by 50% compared to 2018</li> </ul>	<ul style="list-style-type: none"> <li>Maintain female senior player mentor program with SBL/QBL teams</li> <li>Increase the number of female junior players graduating to SBL/QBL by 75% compared to 2018</li> </ul>



Four Year Objectives	KPI's 2017	KPI's 2018	KPI's 2019	KPI's 2020
<b>2. School &amp; Community Engagement</b>				
a. Increase the number of schools we run basketball support programs with	<ul style="list-style-type: none"> <li>Add 3 new schools to our program with 60 participants</li> <li>Increase the number of student interaction to 500 per year</li> </ul>	<ul style="list-style-type: none"> <li>Add 3 new schools to our program with 60 participants</li> <li>Increase the number of student interaction to 700 per year</li> </ul>	<ul style="list-style-type: none"> <li>Add 3 new schools to our program with 60 participants</li> <li>Increase the number of student interaction to 1000 per year</li> </ul>	<ul style="list-style-type: none"> <li>Add 3 new schools to our program with 60 participants</li> <li>Increase the number of student interaction to 1500 per year</li> </ul>
b. Increase the number of funded active schools programs we contribute to	<ul style="list-style-type: none"> <li>Increase to 7 active schools program in the year</li> </ul>	<ul style="list-style-type: none"> <li>Increase to 12 active schools program in the year</li> </ul>	<ul style="list-style-type: none"> <li>Increase to 18 active schools program in the year</li> </ul>	<ul style="list-style-type: none"> <li>Increase to 25 active schools program in the year</li> </ul>
c. Increase the number of new members that join from school programs	<ul style="list-style-type: none"> <li>30 new members from School interactions</li> </ul>	<ul style="list-style-type: none"> <li>60 new members from School interactions</li> </ul>	<ul style="list-style-type: none"> <li>100 new members from School interactions</li> </ul>	<ul style="list-style-type: none"> <li>130 new members from School interactions</li> </ul>
d. Increased number of partnerships and sponsorships from the Sunshine Coast community for basketball programs	<ul style="list-style-type: none"> <li>2 new partners</li> <li>\$5000 in additional sponsorship</li> </ul>	<ul style="list-style-type: none"> <li>5 new partners</li> <li>\$15000 in additional sponsorship</li> </ul>	<ul style="list-style-type: none"> <li>10 new partners</li> <li>\$25000 in additional sponsorship</li> </ul>	<ul style="list-style-type: none"> <li>20 new partners</li> <li>\$35000 in additional sponsorship</li> </ul>

Four Year Objectives	KPI's 2017	KPI's 2018	KPI's 2019	KPI's 2020
<b>3. Expanded development pathways</b>				
a. Increased enrolment by players in voluntary skills development programs	<ul style="list-style-type: none"> <li>Introduce new development programs and clinics</li> </ul>	<ul style="list-style-type: none"> <li>Expand and adapt development programs</li> <li>Increased participation by 25% year on year</li> </ul>	<ul style="list-style-type: none"> <li>Expand and adapt development programs</li> <li>Increased participation by 25% year on year</li> </ul>	<ul style="list-style-type: none"> <li>Expand and adapt development programs</li> <li>Increased participation by 25% year on year</li> </ul>
b. Increased volunteer coach participation in delivering player development programs	<ul style="list-style-type: none"> <li>Establish Coaches Club</li> </ul>	<ul style="list-style-type: none"> <li>Increase number of coaches contributing to development programs by 50% year on year</li> </ul>	Increase number of coaches contributing to development programs by 50% year on year	Increase number of coaches contributing to development programs by 25% year on year
c. Increased percentage of junior players graduating successfully to senior programs	<ul style="list-style-type: none"> <li>At least 2 junior players playing meaningful minutes in SBL</li> </ul>	<ul style="list-style-type: none"> <li>Establish senior mentorship program with QBL/SBL</li> <li>At least 6 junior players playing meaningful minutes in SBL</li> </ul>	<ul style="list-style-type: none"> <li>Have at least 2 players from our junior program getting meaningful minutes in QBL teams</li> </ul>	<ul style="list-style-type: none"> <li>Have at least 1 player from our junior program starting in QBL team</li> <li>Have at least 5 players from our junior program getting meaningful minutes in QBL teams</li> </ul>
d. Increased number of elite players having success beyond the Association (State, national, USA College, etc.)	<ul style="list-style-type: none"> <li>Expanded partnerships with elite pathways</li> </ul>	<ul style="list-style-type: none"> <li>Development of programs targeted at identified extended pathways (i.e. USA preparation camp)</li> </ul>	<ul style="list-style-type: none"> <li>Have at least 2 players successful in the extended elite pathways</li> </ul>	<ul style="list-style-type: none"> <li>Have at least 2 players successful in the extended elite pathways</li> </ul>

Four Year Objectives	KPI's 2017	KPI's 2018	KPI's 2019	KPI's 2020
<b>4. Supported coach &amp; referee development</b>				
a. Increased volunteer coach and referee participation	<ul style="list-style-type: none"> <li>Establish Coaches Club</li> <li>Establish Referees Club</li> </ul>	<ul style="list-style-type: none"> <li>Increase Coaches Club participation by 25% year on year</li> <li>Increase Referees Club participation by 25% year on year</li> </ul>	<ul style="list-style-type: none"> <li>Increase Coaches Club participation by 25% year on year</li> <li>Increase Referees Club participation by 25% year on year</li> </ul>	<ul style="list-style-type: none"> <li>Increase Coaches Club participation by 25% year on year</li> <li>Increase Referees Club participation by 25% year on year</li> </ul>
b. Improved consistency in coaching and referee quality across the association	<ul style="list-style-type: none"> <li>Establish Coaches Club</li> <li>Establish Referees Club</li> <li>Support Association style of play</li> <li>Reinforce referee points of emphasis</li> <li>Implement new technology for coach and referee feedback</li> </ul>	<ul style="list-style-type: none"> <li>Expanded use of coach and referee feedback technology</li> <li>All first rep representative teams effectively running an agrees style of play</li> <li>Implement feedback program between Referees Club and Coaches Club</li> </ul>	<ul style="list-style-type: none"> <li>Expanded use of coach and referee feedback technology</li> <li>All rep representative teams effectively running an agrees style of play</li> <li>Effective feedback program between Referees Club and Coaches Club to support consistency</li> </ul>	<ul style="list-style-type: none"> <li>State leader in use of coach and referee feedback technology</li> <li>All rep representative teams effectively running an agrees style of play</li> <li>Effective feedback program between Referees Club and Coaches Club to support consistency</li> </ul>
c. Increased number of coaches and referees with recognised qualifications	<ul style="list-style-type: none"> <li>Offer two level 1 coaches courses</li> <li>Offer two Community referee courses and one Development referee courses</li> <li>Increase the number of level 2 coaches by 2</li> <li>Increase the number of State grade referees by 2</li> </ul>	<ul style="list-style-type: none"> <li>Offer two level 1 coaches courses</li> <li>Offer two Community referee courses three Development referee courses</li> <li>Increase the number of level 2 coaches by 3</li> <li>Increase the number of State grade referees by 3</li> </ul>	<ul style="list-style-type: none"> <li>Offer two level 1 coaches courses</li> <li>Offer two Community referee courses three Development referee courses</li> <li>Increase the number of level 2 coaches by 4</li> <li>Increase the number of State grade referees by 4</li> </ul>	<ul style="list-style-type: none"> <li>Offer two level 1 coaches courses</li> <li>Offer two Community referee courses three Development referee courses</li> <li>Increase the number of level 2 coaches by 5</li> <li>Increase the number of State grade referees by 5</li> </ul>
d. Increase coach and referee retention	<ul style="list-style-type: none"> <li>Establish Coaches Club</li> <li>Establish Referees Club</li> </ul>	<ul style="list-style-type: none"> <li>Retain &gt;85% of all coaches and referees</li> </ul>	<ul style="list-style-type: none"> <li>Retain &gt;90% of all coaches and referees</li> </ul>	<ul style="list-style-type: none"> <li>Retain &gt;95% of all coaches and referees</li> </ul>



Four Year Objectives	KPI's 2017	KPI's 2018	KPI's 2019	KPI's 2020
<b>5. Communication</b>				
a. More consistent knowledge of Association activity across the stakeholders (less confusion and conflicting understandings)	<ul style="list-style-type: none"> <li>Re-establish newsletter</li> <li>Establish committee – operations communication program</li> <li>Regular operations report to monthly committee meetings</li> <li>Establish structured external communications strategy across all media</li> </ul>	<ul style="list-style-type: none"> <li>10 newsletters per year</li> <li>Active weekly communications between committee and operations</li> <li>Average of 2 external communication activities per day</li> </ul>	<ul style="list-style-type: none"> <li>10 newsletters per year</li> <li>Active weekly communications between committee and operations</li> <li>Average of 3 external communication activities per day</li> </ul>	<ul style="list-style-type: none"> <li>10 newsletters per year</li> <li>Active weekly communications between committee and operations</li> <li>Average of 3 external communication activities per day</li> </ul>
b. More website, Facebook and Instagram hits, views and engagement	<ul style="list-style-type: none"> <li>Facebook followers &gt;2000</li> <li>Instagram follower &gt;1000</li> <li>Website &gt;500 hits per month</li> </ul>	<ul style="list-style-type: none"> <li>Facebook followers &gt;2500</li> <li>Instagram follower &gt;2000</li> <li>Website &gt;700 hits per month</li> </ul>	<ul style="list-style-type: none"> <li>Facebook followers &gt;3500</li> <li>Instagram follower &gt;3500</li> <li>Website &gt;1000 hits per month</li> </ul>	<ul style="list-style-type: none"> <li>Facebook followers &gt;5000</li> <li>Instagram follower &gt;5000</li> <li>Website &gt;1500 hits per month</li> </ul>
<b>6. State program selections</b>				
a. Increase in the numbers of players, coaches and referees selected for participation in State Development Programs	<ul style="list-style-type: none"> <li>Expanded development program</li> <li>Coaches Club establishes</li> <li>Referees Club established</li> </ul>	<ul style="list-style-type: none"> <li>Increase number of members selected to State programs year on year               <ul style="list-style-type: none"> <li>2 more players</li> <li>1 more coach</li> <li>1 more referee</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Increase number of members selected to State programs year on year               <ul style="list-style-type: none"> <li>4 more players</li> <li>1 more coach</li> <li>2 more referee</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Increase number of members selected to State programs year on year               <ul style="list-style-type: none"> <li>2 more players</li> <li>1 more coach</li> <li>2 more referee</li> </ul> </li> </ul>
b. Increased team success at BQ State Championships	<ul style="list-style-type: none"> <li>Support of consistent style of play</li> </ul>	<ul style="list-style-type: none"> <li>&gt;4 teams in the top 4 State Championships</li> </ul>	<ul style="list-style-type: none"> <li>&gt;5 teams in the top 4 State Championships</li> </ul>	<ul style="list-style-type: none"> <li>&gt;6 teams in the top 4 State Championships</li> </ul>

Four Year Objectives	KPI's 2017	KPI's 2018	KPI's 2019	KPI's 2020
<b>7. Growing participation in a vibrant local competition</b>				
a. Increase in the number of players registered to play in the local competition	<ul style="list-style-type: none"> <li>• Increase membership &gt;10% year on year</li> </ul>	<ul style="list-style-type: none"> <li>• Increase membership &gt;15% year on year</li> </ul>	<ul style="list-style-type: none"> <li>• Increase membership &gt;20% year on year</li> </ul>	<ul style="list-style-type: none"> <li>• Increase membership &gt;20% year on year</li> </ul>
b. Increase in the number of different skill/age levels the competition can sustainable cater for	<ul style="list-style-type: none"> <li>• Have two competitions broken in to A and B divisions</li> </ul>	<ul style="list-style-type: none"> <li>• Have six competitions broken in to A and B divisions</li> </ul>	<ul style="list-style-type: none"> <li>• Have half competitions broken in to A and B divisions</li> </ul>	<ul style="list-style-type: none"> <li>• Have all competitions broken in to A and B divisions</li> </ul>
c. Increase in the number of members that are retained for the full 12 months a year	<ul style="list-style-type: none"> <li>• Establish baseline retention in basketball "off-season"</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce loss in "off-season" by &gt;10% year on year</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce loss in "off-season" by &gt;20% year on year</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce loss in "off-season" by &gt;25% year on year</li> </ul>
d. Increased word of mouth recruitment of new members	<ul style="list-style-type: none"> <li>• At least 25% of new members come by word of mouth</li> </ul>	<ul style="list-style-type: none"> <li>• At least 50% of new members come by word of mouth</li> </ul>	<ul style="list-style-type: none"> <li>• &gt;50% of new members come by word of mouth</li> </ul>	<ul style="list-style-type: none"> <li>• &gt;50% of new members come by word of mouth</li> </ul>