

HERVEY BAY HURRICANES

Basketball Association
STRATEGIC PLAN 2025 - 2028



STRATEGIC PRIORITIES

VISION

To be the heart of basketball in our region—where everyone belongs, every game connects community, and every court empowers growth, opportunity, and integrity.

MISSION

To uplift and empower the Fraser Coast community through inclusive, community-driven, and performance-focused basketball programs and competitions.

OUR CORE VALUES

COMMUNITY FOCUSED

COLLABORATION

INCLUSION

EMERGING

INTEGRITY



STRATEGIC PRIORITIES



DEVELOP

Establish clear processes, policies, and frameworks that support long-term growth, accountability, and financial sustainability.



ENRICH

Create and deliver programs that prioritise enjoyment, skill development, and clear pathways. Ensuring every member can thrive, from social players to elite athletes.



CONNECT

Use data, storytelling, and digital tools to better communicate with our community, attract sponsorships, and demonstrate our impact.



ENCOURAGE

Drive participation by fostering a positive culture and connected community built on inclusivity, integrity, and fairness.





DEVELOP

Establish clear processes, policies, and frameworks that support long-term growth, accountability, and financial sustainability.



Our association will be recognised for its proactive leadership and commitment to member satisfaction.

1. Assess the needs of our emerging Association and define the roles, skills, and capabilities required to deliver on our strategic priorities.
2. Review and refine our governance model to support efficient, transparent, and values-based decision-making.
3. Develop a sustainable financial strategy that leverages our facilities, funding opportunities, and people to strengthen long-term viability.
4. Establish a decision-making framework that prioritises fairness, transparency, and benefits for all members.
5. Create and maintain clear policies and rules that reflect our values and respond to member needs.
6. Implement a succession and capability plan to support and prepare future committee members and volunteers.

INDICATORS FOR SUCCESS

Next 12 Months (by mid 2026)

- Governance model reviewed and updated
- Decision framework and register developed to ensure fairness and integrity
- Financial strategy completed and adopted
- Rep and domestic programs financially sustainable by 2026
- Budget allocation to support strategic priorities (e.g. development, facilities)
- Facility leasing & events strategy developed and adopted
- Strategic and operational roles defined and filled
- Committee structure reviewed to support future leadership pathways
- Succession plan in development (due mid-2026)

Next 2–3 Years (2026–2028)

- Key policies updated to align with club values
- Executive Committee operates with formal board responsibilities by 2028
- Committee reflects diversity of member base
- All policies reviewed every two years
- Strategic priorities reviewed annually (mid-year)
- Year-on-year growth in member and volunteer satisfaction
- 2-4 members complete governance or leadership training



CONNECT

Use data, storytelling, and digital tools to better communicate with our community, attract sponsorships, and demonstrate our impact.



We will strengthen how we connect with our community by using digital tools, data, and storytelling to grow support, improve communication, and show our impact.

1. Develop a digital communication strategy that includes consistent branding, engaging content, and tailored messaging for players, families, sponsors, and the wider community.
2. Implement a member feedback system (e.g. surveys, polls, informal check-ins) to inform decision-making and improve transparency.
3. Build a data and insights capability to track participation, member satisfaction, program outcomes, and community reach.
4. Create an annual impact report that highlights achievements, stories, and outcomes across all programs and competitions.
5. Strengthen our online presence through regular website updates, social media engagement, and email/newsletter communications.
6. Develop a sponsorship and partnership strategy that uses data and community stories to demonstrate value and build long-term relationships.
7. Showcase our community impact through storytelling—sharing real experiences from players, coaches, volunteers, and families.

INDICATORS FOR SUCCESS

Next 12 Months (by mid 2026)

- Develop and implement a Communication & Sponsorship Strategy
- Create a volunteer communication working group - roles defined and recruited
- Improved storytelling & community visibility to drive 2026 participation and commercial partnerships
- Annual impact report developed and shared with members and sponsors

Next 2–3 Years (2026–2028)

- Volunteer communications team in place and active each season
- Annual review of communication effectiveness and volunteer capacity
- Committee training or mentoring session delivered on basic digital comms
- Growth in social media followers and engagement rate
- Increase in corporate sponsorship and partnerships
- Annual impact report developed and shared with members and sponsors
- Consistent branding and message across all communication channels & touchpoints



ENRICH

Create and deliver programs that prioritise enjoyment, skill development, and clear pathways. Ensuring every member can thrive, from social players to elite athletes.



We will be at the forefront of basketball development in our region ensuring every member has access to knowledge and pathways to reach their potential.

1. Design a clear player, coach & officials development strategy from grassroots to high-performance levels.
2. Establish skill benchmarks and progression criteria to support player growth and recognise development.
3. Deliver coach education and mentoring to ensure consistent, values-driven coaching across all programs.
4. Expand representative and advanced playing opportunities for athletes aiming to compete at higher levels.
5. Support and grow our referee program with training, mentoring, and clear development pathways.

INDICATORS FOR SUCCESS

Next 12 Months (by mid 2026)

- Player development pathway strategy finalised
- Skill benchmarks defined for each program level
- Coach development strategy completed and being implemented
- 100% of new coaches complete BQ Community Accreditation
- Referee support plan developed and being implemented

Next 2–3 Years (2026–2028)

- Increased progression of players through development pathway
- Number of players trialling for BQ Elite grows annually
- Annual development-focused workshops (e.g. wellbeing, leadership) delivered
- Number of coaches complete BQ Club & Association Accreditation every year
- 2+ coaching workshops delivered per year
- Year-on-year improvement in coach retention and accreditation
- Increase in junior referees progressing to higher levels
- Improved referee retention and satisfaction
- Decrease in officiating-related complaints per game



ENCOURAGE

Drive participation by fostering a positive culture and connected community built on inclusivity, integrity, and fairness.



We will be the most welcoming and inclusive sporting club in our community. Positive culture, community connection, and participation are at the heart of everything we do.

1. Grow participation by ensuring programs are inclusive, accessible, and welcoming to all.
2. Foster a fun and positive playing experience through game-based learning and participant feedback.
3. Promote life skills, teamwork, and wellbeing through a culture-first approach across all programs.
4. Celebrate values-based behaviour and contributions through regular recognition of players, volunteers, and community members.
5. Encourage respectful sideline behaviour with education and expectations for parents, players, and spectators.
6. Build community connection through social events, shared values, and team-building activities.
7. Create targeted programs and outreach to engage underrepresented groups.

INDICATORS FOR SUCCESS

Next 12 Months

- Community participation and inclusion strategy developed
- Percentage of growth in total member base for 2026 season
- Increase of weekly game night social media stories showcasing diversity and fun
- Rep team quotas met: 1 girl, 2 boys teams per age group
- Annual Rep Survey Feedback conducted
- Club values promoted through events, awards, and content
- Develop and implement Court Officials training program
- Annual member satisfaction survey introduced

Next 2–3 Years (2026–2028)

- Year-on-year membership growth from 2026
- Growth in participation from underrepresented groups
- New programs launched for older players, people with disabilities, and diverse backgrounds
- Improved retention in social, club and representative programs
- Increase in representative player trial numbers for all age groups
- Annual member satisfaction survey conducted (focus on belonging, fun, connection)
- Annual sponsor, volunteer and player recognition events held
- Regular club-run social or community events delivered



HERVEY BAY **HURRICANES**

Basketball Association

PROGRAMS & FACILITY - STRATEGIC OVERVIEW

DOMESTIC CLUB

WHAT WE ARE TRYING TO ACHIEVE

We aim to offer a domestic basketball program that welcomes and supports players of all skill levels, ages, and genders. Our goal is for everyone to enjoy the game and choose basketball as their sport of choice!

We strive to make every game feel balanced, fair, and competitive – creating an environment where players are challenged and can develop their skills each week.

Above all, we want every player – whether new or experienced – to feel welcome, included, and valued as part of our basketball community.



KEY DELIVERABLES

- ✓ 1. Inclusive Program Design
- ✓ 2. Fair & Competitive Grading System
- ✓ 3. Coach & Referee Development
- ✓ 4. Welcoming Player Experience
- ✓ 5. Continuous Feedback & Improvement

SHORT TERM – 2025

- Encourage and educate safety – reduce poor behaviour, play tough but not dangerous “we are all mates”
- Feedback mechanism for reporting complaints and poor behaviour
- Coaches, Referees, Court Controllers and Committee need to implement mechanisms to ensure the rules are followed
- Ensure lower domestic divisions are not filled with rep players
- Implement game night award systems acknowledging lower division players in younger age groups
- Improve communication timeliness and channels to ensure people get information about draw changes etc
- Do another intake of Mini Hurricane’s and U10’s for last part of the season
- Run a mini competition over the 2025-2026 season break

MEDIUM TERM – 2026-2027

- Review season format for club games and Mini Hurricanes to accommodate player growth & financial stability
- Review number of teams in each division (more than four teams)
- Educate the BQ Style of Play – outline what HBBA expects of players at a certain age
- Create a Coach Development Program in consultation with Rep coaches & another leading association
- Provide beginner coach and player clinics to improve basic skills and fundamental training for juniors
- Create Referee Development Program
- Improve communications to club players about pathways & events
- Support clubs to recruit teams in every age group and division
- Invest in a Coaching Coordinator to upskill players and coaches at club level
- Host 1 annual coaching accreditation courses every year

LONG TERM – 2027 & BEYOND

- Review the domestic club structure
- Host regular online forums focussed on improving coaching, refereeing, court controlling
- Host player development clinics with special trainers
- Run programs in schools to promote club basketball
- Develop a role to build growth in programs of minority groups.
- Host 2 annual coaching accreditation courses every year

BUDGET

- Income from Annual Member Fees (less expenses)

RISK & ISSUES

- Losing junior players due to location out of town
- New stadium managing all the game demand
- No budget to invest in coach or development roles
- Accredited Coaches are at capacity
- Cost to play basketball is expensive, likely not going to reduce at our own venue

REP PROGRAM

WHAT WE ARE TRYING TO ACHIEVE

We aim to deliver a representative basketball program that inspires players to compete at a higher level, helping them develop their skills, grow their love of the game, and experience the rewards of playing elite-level basketball.

As an emerging association, we are focused on building interest and participation across all age groups, fostering player retention, and developing individuals and teams capable of competing for – and winning championships.

We aspire for our players to stand out at the representative level, turning heads through their skill, determination, and sportsmanship, and earning respect both on and off the court.



KEY DELIVERABLES

- ✓ 1. Player Development Pathway
- ✓ 2. Improved Talent Identification & Recruitment
- ✓ 3. Coach & Team Staff Excellence
- ✓ 4. Retention & Culture Building
- ✓ 5. Competitive Success & Recognition

SHORT TERM – 2025

- Develop Rep Strategy to provide committee alignment
- Review & create clear rep program policies
- Develop feedback mechanism for representative program measuring different parts of program during stages
- Develop Rep Calendar for Trials & Carnival Dates for Website & Social Media
- Update website to include information on Rep Program
- Develop Parent & Player Handbook to communicate all information and processes
- Develop a sponsorship and fundraising guide for teams
- Review the Player & Coach selection process to ensure transparent & fair process
- Review the Rep Fee structure and auto-payment feature via Basketball Connect
- Enable Rep Merchandise Store via Veto/Basketball Connect

GOVERNANCE

- Rep Sub-Committee role is advisory and operational
- They may draft recommendations, programs, or proposed rules or policies but cannot implement or enforce without Executive approval.

MEDIUM TERM – 2026–2027

- Develop a Rep Playbook for the association in collaboration with rep coaches and supporting association.
- Run Coach feedback programs through an observation program from other rep coaches – training attendance, training preparation, game day coaching, player development
- Invest in upskilling opportunities for Rep Coaches
- Host Rep Ready Programs prior to selections to improve player turnout
- Host extra-development sessions for players wishing to pursue higher pathways
- Invest in player performance program focussing on additional skills like mindset, goal setting, mental health, nutrition
- Provide additional pathway opportunities to players through communication and training support
- Seek commercial partnerships to prepare to build QSL program in 2027 onwards
- Run an academy to train development junior & senior players for competitive league

LONG TERM – 2027 & BEYOND

- Growth in number of Rep Teams in each Age Group
- Rep Teams achieving higher placement in Divisions 1 or 2 for our top tier team
- Growth in Girls trialling for Rep – 2 teams per age group
- Hosting CQJBC for each age group
- Hosting CQBL tournament
- Launching QSL league

BUDGET

- Income from player rep fees
- Income from sponsorship & fundraising

RISK & ISSUES

- Losing junior players to other associations for better development or cheaper fees
- Losing junior players to metro areas to study and work
- Lack of skilled coaches for representative level
- Lack of governance and vision for program
- No budget to invest in additional clinics & equipment

FACILITY MANAGEMENT



WHAT WE ARE TRYING TO ACHIEVE

Our association is committed to developing a facility that meets the growing needs of basketball in our community and region. By providing our members with a safe, high-quality venue, we aim to drive both the growth and retention of players in the sport.

We envision a facility that is more than just a court – a place of enjoyment, connection, and opportunity for all. We are determined to build bigger and better, sooner rather than later. To achieve this, we must work hand-in-hand with our community and partners to deliver a facility that truly supports and inspires our members, now and into the future.

KEY DELIVERABLES

- ✓ 1. Facility Master Plan
- ✓ 2. Safe & High-Quality Venue
- ✓ 3. Community & Stakeholder Engagement
- ✓ 4. Capacity to Support Growth
- ✓ 5. A Hub for Connection & Opportunity

SHORT TERM – 2025

- Seek community support to fund must-have requirements for fitout
- Finalise Fit-Out & Readiness to open in September
- Plan & Deliver Grand Opening Event / Grand Final Day
- Strengthen Community & Stakeholder Partnerships
- Launch Holiday Programs & Grow Participation
- Develop Operational Plans & Policies

BUDGET

- Income from member game fees
- Income from Rep Team Court Hire Allocation
- Income from sponsorship & fundraising
- Income from grants

RISK & ISSUES

- Uncertainty of budget to finalise fit out and open
- Rising Operational Cost of 2025 Season on funds
- Lack of Grant income
- No sponsorship committee or person to seek and manage current sponsors
- No budget to seek support from operational position

MEDIUM TERM – 2026–2027

- Grow revenue streams through increased court hire, tournament hosting, sponsorships, and membership programs, ensuring the facility supports itself financially and enables reinvestment.
- Build long-term partnerships with schools, local businesses, regional sporting bodies, and health and fitness providers to co-deliver programs, share resources, and increase community reach.
- Develop and implement a clear leasing and court hire strategy to maximise utilisation by external groups and generate predictable, diversified income.
- Review and adapt competition and program formats, such as social leagues, junior academies, holiday camps, and 3x3 competitions, to meet demand, increase participation, and retain players.
- Develop a phased plan and secure funding to complete unbuilt facility features such as the canteen, gym, and additional amenities, enhancing the overall experience and creating new revenue opportunities.

LONG TERM – 2027 & BEYOND

- Achieve financial sustainability, with surplus reinvested into programs, facility improvements, and upgrades.
- Establish the facility as a regional hub by attracting and hosting major tournaments, camps, and development programs.
- Continue expanding partnerships to include regional and state-level sporting organisations, education providers, and corporate sponsors.
- Evolve programs to meet emerging trends in basketball and community sport, ensuring ongoing relevance and growth.
- Complete all remaining planned facility upgrades and explore opportunities for further expansion or new complementary services.



HERVEY BAY **HURRICANES**

Basketball Association

STRATEGIC WORKSHOP SUMMARY

JUNE 2025

PARTICIPANTS

General Committee			Non-Committee	
Matthew Baker	President	HBBA, Thunder, Flames, Senior Mens, Rep, Coach	Nikki Carrol	Rangers, Senior Womens, Junior Mix, Rep
Gillian Stephenson	Vice-President	HBBA, Rangers, Flames, Rep, Coach, Junior Mix, Senior Womens	Susan Deal	Rangers, Senior Womens, Junior Boys
Tatum Budby	Secretary	HBBA, Thunder, Junior Boys, Rep, First Nations	Scott Bone	Thunder, Junior Mix, Coach, Rep
Amy Melville	Treasurer	HBBA, Thunder, Senior Womens	Luke Pearson	Rangers, Senior Mens, Junior Boys, Mini Hurricanes, Coach, Rep
Rohan Marks	Rep Sub-Committee	HBBA, Flames, Thunder, Junior Boys, Senior Mens, Rep, Coach	Phoebe Marais	St James, Rangers, Senior Womens, Junior Boys, Mini Hurricanes
Bjorn Morrison	Rep Sub-Committee	HBBA, Rangers, BBI, Junior Girls, Senior Mix, Rep, Coach	Emma Rodgers	St James, Referees, Senior Womens
			Kate Wharton	Rangers, Thunder, Senior Womens, Junior Boys, Rep

