

**SUNCOAST SPINNERS**  
**STRATEGIC PLAN**  
2022-2025



**SUNCOAST SPINNERS**  
WHEELCHAIR BASKETBALL INC.



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# INTRODUCTION

Suncoast Spinners Wheelchair Basketball Inc. is a volunteer based, not-for-profit incorporated association which has operated on the Sunshine Coast for over 20 years. Starting as a group of friends who met weekly to play wheelchair basketball, the organisation has developed to deliver many different programs, workshops, community events and an annual wheelchair basketball tournament, which attracts players from all over Australia.

Suncoast Spinners caters for physically disabled and able-bodied athletes in the sports of wheelchair basketball and wheelchair rugby on the Sunshine Coast and surrounding areas.

Suncoast Spinners continues to deliver Reverse Inclusion, the innovative and interactive inclusive sports education program developed by the club. Reverse Inclusion aims to deliver a truly inclusive sporting opportunity where people of all abilities can play sport together. The importance of access to sport and the benefits of inclusion practices within the wider community are major awareness aims of the program.

In 2021, Suncoast Spinners were finalists in the Sunshine Coast Business Awards in the Social Impact category, for entities that address social, cultural, community and/or environmental needs and invest the majority of their revenue and profits to achieve their mission.

This strategic plan was commissioned to guide the operations of the organisation over the next three years. Five strategic pillars have been identified through consultation with the management committee and club members. These pillars are:



**Promotion**



**Participation and Programs**



**Administration, Governance and Personnel**



**Financial Management**



**Facilities and Equipment**

## ORGANISATION PROFILE

### Organisation Details

<b>Full Legal name</b>	Suncoast Spinners Wheelchair Basketball Inc.
<b>Incorporation Number</b>	IA36385
<b>ABN</b>	85 105 319 916
<b>GST Registration Status</b>	Not currently registered for GST

### Contact Details

<b>Postal Address</b>	P.O.Box 7756, Sippy Downs QLD 4556
<b>Organisation Email</b>	info@suncoastspinners.com.au
<b>Website</b>	<a href="http://www.suncoastspinners.com.au/">http://www.suncoastspinners.com.au/</a>
<b>Facebook</b>	<a href="https://www.facebook.com/thespinner/">https://www.facebook.com/thespinner/</a>

## WHY WE EXIST

*Suncoast Spinners enhances the lives of people with disabilities through social interaction and engagement, within a truly inclusive sport and recreation environment*





# SUNCOAST SPINNERS STRATEGIC PLAN 2022-2025

Suncoast Spinners enhances the lives of people with disabilities through social interaction and engagement, within a truly inclusive sport and recreation environment

A STANDALONE INCLUSIVE STADIUM FACILITY BY 2032, WHICH MEETS THE NEEDS OF THE SUNSHINE COAST

ONGOING EXPANSION OF THE REVERSE INCLUSION PROGRAM



HIGH QUALITY EQUIPMENT, WITH A FOCUS ON PARTICIPANT SAFETY

A FINANCIALLY SUSTAINABLE CLUB, SUPPORTED BY MULTIPLE REVENUE STREAMS

SOUND FINANCIAL DECISION MAKING

EFFICIENT GOVERNANCE STRUCTURES AND SYSTEMS



A CLEAR BRAND AND IDENTITY THAT FACILITATES POSITIVE PERCEPTION OF THE CLUB IN THE COMMUNITY



ESTABLISH STRONG, MUTUALLY BENEFICIAL RELATIONSHIPS WITH STAKEHOLDERS

REVENUE STREAMS PROVIDED BY STRONG SPONSOR PARTNERSHIPS

CLEAR AND TRANSPARENT COMMUNICATION THAT BUILDS TRUST WITHIN THE CLUB

A TRULY INCLUSIVE, FRIENDLY AND SUPPORTIVE CLUB CULTURE

EXPANDED NUMBER OF KEY CLUB PERSONNEL

SECURE AND STABLE PROGRAM LOCATIONS

A CLEAR OFFERING OF DIVERSE PROGRAMS THAT CAN BE DELIVERED EFFECTIVELY AND EFFICIENTLY BY THE CLUB'S WORKFORCE AND VOLUNTEER CAPACITY

PATHWAY  
DEVELOPMENT





## PROMOTION

Strategic Outcomes	Operational Actions
<p><b>A clear brand and identity that facilitates positive perception of the club in the community (High Priority)</b></p>	<p><b>Deliver targeted demonstrations in schools, focusing on reverse inclusion programs</b></p>
	<p><b>Build capacity to promote and boost the club’s inclusive, social profile, through:</b></p> <ul style="list-style-type: none"> <li>• <b>Investment in hardware to increase effectiveness of club advertising (including club phone and high-quality camera)</b></li> <li>• <b>Media releases</b></li> <li>• <b>Community noticeboards</b></li> <li>• <b>Boosted social media activations</b></li> <li>• <b>Free-to-air television advertisements (specifically during relevant events such as Paralympics)</b></li> <li>• <b>Tangible promotional collateral for each club program</b></li> <li>• <b>Advertising the club’s successful Kids Club program, as one of few deliverers across Australia</b></li> <li>• <b>Utilising sponsorship partnerships</b></li> </ul>
	<p>Engage a suitably qualified consultant to conduct a comprehensive marketing review and develop fresh new branding for the club to assist with creating a more recognisable image in the local community</p>
	<p>Transition to “Suncoast Spinners” brand to encapsulate the wide range of sports and programs on offer</p>
	<p>Implement quality control measures to ensure all marketing and social media content aligns with club’s branding, promotion and privacy standards</p>
	<p>Understand the effectiveness of club promotion through:</p> <ul style="list-style-type: none"> <li>• Surveys to establish how people know about the club</li> <li>• Measuring social media interactions</li> </ul>







## PARTICIPATION AND PROGRAMS

Strategic Outcomes	Operational Actions
<b>Ongoing expansion of the <i>Reverse Inclusion</i> program (High Priority)</b>	<p><b>Gradually transition towards a self-sustaining model for delivery of <i>Reverse Inclusion</i> activities, through the pursuit of opportunities in local schools and with the Sunshine Coast business community</b></p> <p><b>Explore opportunities to register the club as an NDIS provider for delivery of the <i>Reverse Inclusion</i> program and seek grant funding where possible</b></p>
<b>A truly inclusive, friendly and supportive club culture</b>	<p>Develop and implement an annual calendar of social events and team-building activities to enhance member engagement</p> <p>Investigate opportunities to open the club’s annual tournament up to people with disabilities that are not classifiable</p> <p>Clearly define the capacity and responsibilities of leadership roles (e.g. coaches, program managers) during club activities</p> <p>Provide exit surveys to review membership satisfaction and to improve program offerings</p>
<b>A clear offering of diverse programs that can be delivered effectively and efficiently by the club’s workforce and volunteer capacity</b>	<p>Deliver clearly defined programs and workshops within the club’s capacity to provide high-quality experiences</p> <p>Create clear and distinct competition levels for each program (social v competitive/high-performance) and facilitate opportunities for club members to progress into high performance pathways</p> <p>Partner with other wheelchair basketball clubs to introduce a new social wheelchair basketball league</p>





## ADMINISTRATION, GOVERNANCE AND PERSONNEL

Strategic Outcomes	Operational Actions
<p><b>Strong, mutually beneficial relationships with other stakeholders (High Priority)</b></p>	<p><b>Engage with all relevant State Sporting Organisations to:</b></p> <ul style="list-style-type: none"> <li>• <b>Establish MOUs focussed on funding, preferred delivery and mutual benefits</b></li> </ul> <p><b>Identify key personnel at USC and engage with them to explore a strong, professional and mutually beneficial relationship with the university, including:</b></p> <ul style="list-style-type: none"> <li>• <b>Commitment from Spinners to deliver certain programs</b></li> <li>• <b>Financial, facility and promotional support provided by USC</b></li> <li>• <b>Better collaboration between both parties</b></li> </ul>
<p><b>Clear and transparent communication that builds trust within the club</b></p>	<p>Establish clear protocols for regular communication amongst management committee members</p> <p>Host an informal members' forum once every six months, to facilitate two-way flow of information between the management committee and the wider club membership</p>
<p><b>Efficient governance structures and systems</b></p>	<p>Create and implement operational systems that allow smooth transition and role succession</p> <p>Implement and utilise administrative tools and programs, including Deputy, Microsoft Office and Xero</p> <p>Offer both online and in-person/paper registrations</p>
<p><b>Expanded number of key club personnel</b></p>	<p>Appoint volunteer coordinator to:</p> <ul style="list-style-type: none"> <li>• Create list of required roles, responsibilities and resources</li> <li>• Recruit and train personnel in paid and voluntary positions</li> <li>• Engage with member support networks, to encourage them to assist with club activity delivery</li> </ul> <p>Appoint inclusion officer to:</p> <ul style="list-style-type: none"> <li>• Survey members on how to advocate for inclusion</li> <li>• Identify members and other interested parties to champion inclusion in the community</li> <li>• Engage with schools, sports and other organisations to promote inclusion</li> </ul>





## FINANCIAL MANAGEMENT

Strategic Outcomes	Operational Actions
<b>Sound financial decision making (High Priority)</b>	<b>Prepare and operate according to a detailed annual budget for the club's overall operations, as well as a budget for each hosted event</b>
	<b>Provide a financial report at each management meeting</b>
	<b>Implement systems and procedures to create efficient and effective financial processes</b>
	<b>Establish standard criteria to be applied in assessing applications for financial support through the Suncoast Spinners Foundation hardship fund and actively promote the ability for people to donate money to this fund through the Australian Sports Foundation at <a href="http://www.asf.org.au">www.asf.org.au</a></b>
<b>A financially sustainable club, supported by multiple revenue streams</b>	Conduct a comprehensive review of all fees and pricing each year, ensuring that programs are self-sustainable and reduce reliance on grants and funding
	Provide flexible options for members, including: <ul style="list-style-type: none"> <li>• Different membership types</li> <li>• Provisions for online member payments, donations and purchases</li> <li>• Direct debit options for membership fees, with detailed statements</li> </ul>
<b>Revenue streams provided by strong sponsor partnerships</b>	Continue to build positive partnerships with existing sponsors
	Actively seek fit-for-purpose partnerships with new club sponsors to create mutually beneficial agreements and offer a suitable return on investment
	Continually review the club's sponsor acknowledgement and promotion processes







## FACILITIES AND EQUIPMENT

Strategic Outcomes	Operational Actions
<b>A standalone inclusive stadium facility by 2032, which meets the needs of the Sunshine Coast (High Priority)</b>	<b>Partner with other suitable organisations and Sunshine Coast Council to work towards the longer-term development of an inclusive stadium on the Sunshine Coast</b>
	<b>Explore Brisbane 2032 initiatives for funding</b>
<b>High quality equipment, with a focus on participant safety</b>	Establish a comprehensive asset register and maintenance tool, utilising a system such as assetTRAC, to ensure equipment is managed appropriately and maintained as required
	Identify and utilise better storage options for equipment
<b>Secure and stable program locations</b>	Signed MOUs with each program venue, to provide security of bookings and provide stability to program locations







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