

NORTHSIDE WIZARDS BASKETBALL

STRATEGIC PLAN

2026 – 2029

COME. PLAY. STAY.

From the Chair and the CEO

Every week, thousands of people walk into our venues: to play, to coach, to referee, to volunteer, to watch someone they love. Every one of those moments is a chance to prove what this club stands for, and the next three years will bring more of those moments than any period in our history.

This plan is our answer. It was built from the inside out: shaped by our Board and Management Team, tested against what our members, volunteers, coaches and officials tell us, and grounded in an honest view of our capacity. It does not chase everything. It commits us to five areas of work, states plainly what success looks like, and accepts the discipline of doing fewer things properly.

Two convictions run through every page. First, that basketball is the vehicle and experience is the product: members judge us less on what we run than on how it feels to run with us. Second, that the organisations that last are the ones that move from reactive problem solving to embedded systems, so the club our children inherit is stronger than the one we inherited.

To our members, volunteers, officials, coaches, staff, clubs and partners: this plan belongs to all of us. Come. Play. Stay.

Cameron Meizer - President
Mark Wrobel - CEO



OUR COMMUNITY

Who we are

Northside Wizards Basketball is one of Queensland's largest community basketball associations, based on Brisbane's northside. Across our venues we deliver domestic competitions, representative basketball, academy and development programs, school and community basketball, and the pathways that carry a player from their first bounce to a lifetime in the game, as a player, coach, official, volunteer or leader.

With over 5000 participants enjoying their basketball journey with us we are one of Queensland's largest basketball communities. We measure ourselves by something harder to define than just numbers: we measure success by whether people feel they belong here, and whether they stay.

OUR VISION

To be the community basketball organisation Queensland points to for leadership, culture and experience.

OUR MISSION

To create outstanding basketball experiences that bring people together, developing individuals and strengthening our community through a safe, inclusive and sustainable game.

OUR CHARACTER

We aspire to be the best, not through what we claim but through how we carry ourselves in serving and acting within our community.

Character is the test we apply to this plan itself. Success will be measured not only by what we achieve, but by how we achieve it.



Our strategic guardrails

These principles define how we will pursue our vision and make decisions as an organisation. They provide a shared foundation for leadership, growth and innovation, ensuring that as Northside Wizards evolves, we remain true to our purpose, our people and our community.

- We build community before individual success
- We grow without losing our community character
- Basketball remains at the heart of everything we do
- We put people at the centre of our decisions
- We invest for long-term sustainability
- We protect what makes basketball accessible
- We create safe, welcoming and inclusive environments
- We act with respect and accountability

The guardrails are not wall art. When priorities compete, they decide. Any opportunity that fails them waits, shrinks or stops, however attractive it looks.

OUR CONTEXT

The world we are playing in

Five pressures shape the next three years. Each one maps to a strategic area of this plan, which is no accident: the plan exists because of them.

BELONGING DECIDES WHO STAYS

Strong culture creates connection, strengthens retention, builds volunteer confidence and improves member experience. It is also the foundation for positive behaviour, safety and belonging. Culture does not happen to an organisation our size. It is built, or it is lost.

EXPERIENCE IS THE PRODUCT

Members judge us less on what we run than on how it feels to run with us. As basketball keeps growing across our region, demand is not our challenge. Meeting it well is.

OUR PEOPLE CARRY EVERYTHING

Referees, coaches, volunteers and staff are the engine room of the organisation. Their capability, satisfaction and longevity determine what we can deliver. Community sport everywhere is finding volunteers harder to attract and keep, and the associations that thrive will be the ones that invest in their people deliberately.

MOVING BEYOND REACTIVE PROBLEM SOLVING

The organisation must move from reactive problem solving to embedded systems. Operational reliability is part of sustainability, and the systems we build determine what we can scale, retain and protect. Rising expectations around governance, child safety and financial transparency make this a condition of trust, not an aspiration.

STANDING STILL IS GOING BACKWARDS

Diversified revenue supports affordability, resilience and future opportunity. Standing still on the revenue model is a fee increase, just slower. Facility capacity works the same way: without secured and expanded access to courts, growth simply queues. Strong clubs around us make the Wizards stronger together, so we grow the ecosystem, not just ourselves.

STRATEGIC AREA 01

Culture and Belonging

People feel connected to Northside Wizards and proud to be part of our community.

Strong culture creates connection, strengthens retention, builds volunteer confidence and improves member experience. It also provides the foundation for positive behaviour, safety and belonging. Culture is built in hundreds of small interactions every week, most of them delivered by people we do not directly manage, so this area sets the standard, equips those people, listens properly and celebrates the contribution that keeps the community strong.

THREE-YEAR OBJECTIVES

- Establish a clearly defined culture framework
- Improve behavioural standards across competitions
- Strengthen member connection and belonging
- Increase member voice and engagement
- Continue leadership in child safety and wellbeing

PRIORITY INITIATIVES

- Behaviour, Respect and Removal Standards
- Identity and Culture Communication Program
- Youth Voice Program
- First Nations Circle
- Volunteer Recognition Framework
- Member Education Program

HOW WE WILL KNOW IT IS WORKING

Members report feeling safe, respected and that they belong, with baselines set in 2026 and rising every year. Behavioural interventions per 1,000 games fall. Accreditation as a Child Safe Organisation is achieved and held. The Youth Voice Program and First Nations Circle operate as standing forums whose recommendations are answered publicly.



STRATEGIC AREA 02

Member Experience

Northside Wizards delivers a basketball experience members are proud to be a part of, defined by quality, presence and consistency.

Basketball is the vehicle. Experience is the product. Members judge us less on what we run than on how it feels to run with us: the welcome at the door, the standard of the game, the atmosphere in the venue, the speed and honesty of the answer when something goes wrong. This area designs that experience deliberately and delivers it consistently, at every venue, for every cohort.

THREE-YEAR OBJECTIVES

- Define experience standards across all programs and member cohorts
- Improve consistency between venues, including atmosphere, not just facilities
- Increase satisfaction and retention
- Improve communication and accessibility
- Expand participation opportunities including a participation track within representative basketball

PRIORITY INITIATIVES

- Member Experience Framework
- Game-Day Operating Model
- Venue Experience and Atmosphere Model
- Predictive Communications Model
- Rep Pathway Redesign (performance and participation tracks)
- Competition Review Program
- Female Participation Strategy
- School Partnerships
- Social Basketball Expansion

HOW WE WILL KNOW IT IS WORKING

Member satisfaction is baselined in 2026 and rises each year. Games meet the game-day staffing and coverage standard. Representative retention improves, including for families not selected in performance teams. Female and social participation grow year on year with retention held.



STRATEGIC AREA 03

Our People

Referees, coaches, volunteers and staff feel valued, supported and developed. They have the capability and capacity to deliver our strategy.

Referees, coaches, volunteers and staff are the engine room of the organisation. Their capability, satisfaction and longevity determine what we can deliver, and every experience in Area 2 depends on them. The deal is simple: if our people invest their time in us, we invest in them, through development that fits their lives rather than the other way round.

THREE-YEAR OBJECTIVES

- Build the most community connected officials program in Queensland
- Strengthen coach development pathways
- Improve recruitment, retention and clarity of expectations
- Strengthen staff capability beyond operations delivery, including strategic and developmental capacity
- Build leadership capacity

PRIORITY INITIATIVES

- Official Excellence Program
- Coach Development Pathway
- Volunteer Philosophy, Framework and Fee Structure
- Club Support Model
- Strategic Capability Staff Program
- Leadership Development Program
- Staff Sustainability Project

HOW WE WILL KNOW IT IS WORKING

Official retention and recruitment improve year on year and games meet the two-referee standard. Volunteer numbers, satisfaction and retention rise. Staff and volunteer turnover is minimised, and every critical role has an identified successor.



STRATEGIC AREA 04

Organisational Sustainability

Northside Wizards operates through strong systems, capable people and disciplined governance, creating an organisation that is resilient, prepared and positioned for sustainable growth.

The organisation must move from reactive problem solving to embedded systems. Operational reliability is part of sustainability, knowledge must belong to the organisation rather than sit in someone's head, and the systems we build determine what we can scale, retain and protect. This area also builds the measurement backbone: for the first time, we will know precisely who comes, who plays and who stays.

THREE-YEAR OBJECTIVES

- Build operational capacity through systems and planning
- Strengthen governance and reporting
- Improve technology use and automation
- Track member retention as a formal measure (Come. Play. Stay.)
- Improve facility security
- Progress facility expansion opportunities

PRIORITY INITIATIVES

- Program Based Budgeting
- Financial system transition
- Technology and Automation Roadmap
- Operating Model Documentation
- Member Retention Framework
- Facility Expansion Strategy
- Venue Security Strategy

HOW WE WILL KNOW IT IS WORKING

Member retention is measured by cohort and transition point from 2027 and improves each year. The Board governs from a single strategy dashboard. Governance and organisational health scores are high. Venue security actions are closed, and facility expansion options reach the Board with clear decision gates.



STRATEGIC AREA 05

Growth and Partnerships

Disciplined growth creates sustainability, affordability and opportunity. The ecosystem around us is healthy and connected.

Diversified revenue supports affordability, resilience and future opportunity, because standing still on the revenue model is a fee increase, just slower. Strong clubs around us make the Wizards stronger together. Growth in this plan is disciplined: pursued only where it strengthens the experience, protects affordability and fits our capacity, and always through partnership rather than at the expense of the ecosystem we lead.

THREE-YEAR OBJECTIVES

- Diversify revenue streams
- Grow academy and development programs
- Build strategic partnerships
- Strengthen affiliated clubs around us
- Increase financial reserves
- Create a platform for future investment opportunities

PRIORITY INITIATIVES

- Academy Expansion Strategy
- Club Support Model
- School Basketball Program
- Partnership Strategy
- Commercial Asset Development
- Long-Term Investment Strategy

HOW WE WILL KNOW IT IS WORKING

Non-participation revenue trends toward 30 per cent plus of total revenue over the long term. Academy and school participation grow with quality held. Affiliated club capability improves and agreements are current. Reserves grow, and major investment decisions pass through agreed Board gates.



WHERE WE INVEST

Deliberate choices

Achieving our vision will require deliberate choices about where we invest our time, energy and resources.

WE WILL DO LESS OF

- Reactive problem solving
- One-track pathways (performance only, with no participation focus)
- Allowing poor behaviour to consume resources

WE WILL DO MORE OF

- Prevention
- System development
- Workforce development
- Member experience focus
- Disciplined and diversified growth



How we will deliver

Strategy fails in the gap between the document and the diary. This plan closes that gap with a simple architecture: this Strategic Plan sets direction, the Strategy Execution Plan turns it into projects with owners, timeframes and measures, and a single Strategy Performance Dashboard tells the Board and members how we are travelling.

Delivery runs in four waves, each ending at a formal stage gate where the Board reviews progress, capacity and risk before the next wave proceeds.

Between gates, the executive reviews the portfolio quarterly, and four questions filter every competing priority:

- does it strengthen belonging and the member experience,
- is it financially responsible,
- does it build capability that outlasts individuals, and
- is there evidence behind it.

FOUR WAVES OF DELIVERY

WAVE 1 / Q4 2026 to Q1 2027

Build the foundations: safe environments, behaviour standards, member experience design, competition products, performance measurement and financial systems.

WAVE 2 / Q2 to Q3 2027

Embed culture and member experience: standards operating on court and in venues, first member measures collected.

WAVE 3 / Q4 2027 to Q2 2028

Build capability: officials, coaches, volunteers, staff, digital maturity and governance.

WAVE 4 / Q3 2028 onward

Scale and grow: partnerships, commercial development and sector positioning, with mature work handed to business as usual.

OUR AMBITION

What success looks like by 2029

This is what success looks like at the conclusion of the strategic planning period:

- Strong and rising member satisfaction
- Improved official retention and recruitment
- Staff and volunteer turnover minimised
- 30 per cent plus non-participation revenue over the long term
- Member retention tracked and improving (Come. Play. Stay.)
- Expanded and secured facility capacity
- High governance and organisation health scores

Baselines for member measures are set in the first year of the plan, and targets are confirmed at the 2027 annual review. Direction first, then distance.

If we get this right, members will not remember the plan. They will simply experience Northside Wizards differently. They will feel welcomed. They will trust our decisions. Children will grow into coaches, referees and volunteers. Families will stay because of the experiences they have together. And the people who come after us will inherit an organisation stronger than the one we inherited.





COME. PLAY. STAY.

Basketball is what we do.
Community is what we build.
Legacy is what we leave behind.

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