



BRISBANE BASKETBALL STRATEGIC PLAN 2016-18



Where are we

Membership table

	Juniors	Seniors	Total
Female	443	347	790
Male	1231	1483	2714
	1674	1830	3504

	<10	10-14	15-17
Female	70	231	142
Male	83	605	543

The association schedules close to 190 games per week across juniors, seniors and GBL. Seniors competition use of the stadium would approach 42 weeks of the year.

Membership catchment area...

The associations area of influence extends from the western suburbs to Springfield and out north towards Albany Creek and east through Kedron up to Chermside. This also includes the Brisbane CBD and nearby surrounding areas.

Core Business

Game Development – Competitions/Referee	Membership
Venue usage	Volunteer Management
Financial Management	

Mission Statement

To be an inclusive organisation for enjoying basketball in a welcoming, safe and healthy environment.

Customer

Families	Affiliated clubs
Rental tenants	Junior Capitals
Brisbane City Council	State Government Sport and Rec
Basketball Queensland	Sponsors
Spectators	Schools
Volunteers, Coaches, Players	Referee Community
Scorebench community	Game Statistics Community



Where do we want to be?

Development Category	Objectives
Community Engagement	To recognise and improve delivery of communications to the diverse membership of BBI, our wider community and stakeholders with content that is succinct, specific & relevant in a consistent manner via the many communication mediums available in today's environment
Stadium facilities	To understand and ascertain what avenues are available to secure more court space in a sustainable manner to enable continuity of existing competitions and membership but also to cater for ongoing growth in our Basketball community.
Governance	To build and follow sustainable practices to meet the needs of the current environment as well as cater for future growth of BBI
Participation	To continue to grow our membership at junior level whilst improving the participation and overall skill levels of players, coaches and game officials with an attention to growing female participation.



	Strategic Priorities	Objectives	
1	Stadium Facilities	1.1	Increase contact with Fed/State/Local government to present our situation
		1.2	Develop a Capex plan for the next 3 years including a maintenance plan extending 5-10 years
		1.3	Prepare a project brief to outline our short and longer term requirements
2	Participation	2.1	Develop tactics to retain and increase the number of female players
		2.2	Establish 2 new junior clubs in and around the stadium area
		2.3	Develop a plan to create Aussie Hoop hubs at or near existing clubs
		2.4	Create an integrated plan to partner with clubs to offer increased learn and grow opportunities for members
3	Governance	3.1	Increase the understanding of the role of the committee and positions
		3.2	Modernise and present for acceptance a new constitution
		3.3	Create and finalise an affiliation agreement with affiliated clubs
		3.4	Review association policies for relevance and usefulness
4	Community Engagement	4.1	Research and develop an understanding of key stakeholders to increase engagement with the association membership
		4.2	Develop an ongoing competitions communication plan across multiple platforms to inform and engage with our members
		4.3	Act to increase the level of volunteering within the association
		4.4	Update and modernise website



Objectives		Method of delivery	Success Measures
1 Stadium Facilities			
1.1	Increase contact with Fed/State/Local government to present our situation	Quarterly email to Local Council/State/Fed member providing a brief outline of progress or competition activity	Contacts completed and documented throughout the year
1.2	Develop a Capex plan for the next 4 Years and prepare a 3-5 year maintenance plan	Identify key works to be completed	Create 3 year plan with basic mancomm approval
		Prepare a Maintenance plan using BCC facilities audit as the basis to prepare the plan – LED Lighting and change/rest room upgrades	3-5 year facilities maintenance plan developed that provides useful budget forecast costs for allocation Annual budget
		seek quotes from providers to upgrade LED lighting and change/rest rooms for court 1	Initial indicative quotes sought and received prior to prescribed budget year. Grant applications submitted.
		submit quotes/broad cost outline for the upgrade works to mancomm consideration	Committee approves capex subject to grant approval and projects completed
1.3	Deliver a new 4 court stadium	Complete document of current and future needs for project brief	Project brief completed
		Share with Otium consultants and BCC	Meet with Otium and BCC to confirm stakeholder engagement and brief parameters



2 Participation		Method of Delivery	Success Measures
2.1	Develop tactics to retain and increase the number of female players	Use data base to source past junior players and survey	Increase # of female players playing in junior competition by 5% - total 422
		increase the number of female aussie hoop participants	Numbers of female participants is higher then previous year
		conduct girl only holiday camps - bring a friend	complete successful "Girl Only" Camp
2.2	Establish 2 new junior clubs in and around the stadium area	outline the program to current clubs	Meet with existing club Presidents and provide information to engage their support
		establish a plan from aussie hoops database as a source of players and their home locations	At least 4 new club teams playing in junior club championship competition
		Prepare a plan to support the set up of new clubs outlining the role of the association and new club	"New club" plan developed outlining how we establish and manage the new clubs
2.3	Develop a plan to create Aussie Hoop hubs at or near existing clubs	outline the program to clubs and identify clubs that wish to participate	At least 2 sustainable Aussie Hoop hub centres established bi-annually
		seek and secure interested coaches in each club catchment area	Increase number of coaches to 6
		seek and confirm access to suitable venues in each club catchment area	Long term stable venue agreements in place reviewed annually



2.4	Create an integrated plan to partner with clubs to offer increased learn and grow opportunities for members	ask clubs to provide feedback on coach status and engagement to be advanced	Deliver at least 2 local coach accreditation level 1 programs each year
		use club feedback to develop a bi-annual plan	Identify and sponsor up to 3 coaches for advancement to L2 coaching
		use qualified coaches to deliver individual training groups at club centres or here at Auchenflower	Satellite individual development centres established



3 Governance		Method of Delivery	Success Measures
3.1	Increase the understanding of the role of the committee and their individual skills	Develop Position description forms for roles	Position Descriptions produced and committee members are aware the expectations
		Provide opportunities to attend State Govt funded training to increase knowledge and effectiveness	Each ManComm member attends 1 course annually for development
3.2	Develop and adopt a new constitution	review current constitution to current needs and rewrite as required	New constitution adopted
		draft and present to committee a the consitution	
		Socialise with clubs for amendment and acceptance of proposal	
3.3	Create and finalise an affiliation agreement with affiliated clubs	consult with clubs about the need for an affiliation agreement	Affiliation agreement is completed and supported by all member clubs.
		research and develop an affiliation agreement	
		Review operation of the agreement after the first year	Confirm agreement is meaningful and delivering on intent in discussion with affiliated clubs
3.4	Review association policies to ensure compliance and up to date	Make an inventory of current policies to determine and gaps	All policies are up to date
		Review and complete board induction program	Board Induction program is available
		Review current board policies and documents to confirm they are up to date	At least 50% yearly



4 Community Engagement		Method of delivery	Success Measures
4.1	Research and develop an understanding of key stakeholders to increase engagement with the association through more effective database management	Actively engage with stakeholders (clubs, scoretable, stats and referees) to register on the database	Deliver segmented reports that are accurate to assist with any marketing of competitions
		Determine mandatory fields that will be required information to enhance the effectiveness of the database	Yearly review of membership to assess for any demographic changes
4.2	Develop an ongoing communication plan across multiple platforms to engage with our members	Source a content writer/story teller to author stories for the website and BBI Bugle	Website and social media traffic increases
		Develop capability to provide highlight video footage for broadcast on social media platforms	Regular video highlight footage shared on social media platforms
			Bi monthly Newsletter regularly delivered
4.3	Increase the level of volunteering within the association	Create PD for all volunteer positions	Increase in volunteer coaches by 10 # currently we have 150
		Develop a volunteer "give back" program	Increase in volunteers for general duties by 10 in #
4.4	Populate and maintain new website that is relevant and commercial	source consultant to finalise design and transfer information from old website and establish optimum setup and presentation	New website functional and meeting the needs of our customers
		develop marketing collateral to attract business and then load into website for business directory - buy local campaign	Business directory is monetarised goal \$5000 annual revenue



DELIVERY PLAN

STADIUM FACILITIES

Objectives		2016	2017	2018
1.1	Increase contact with Fed/State/Local government to present our situation	Up to date list of government and council members contact details completed	Up to date list of government and council members contact details completed	Up to date list of government and council members contact details completed
		Half yearly contact program created	Half yearly contact program created and completed	Half yearly contact program created and completed
1.2	Develop a Capex plan for the next 3 years and prepare a 5-10 year maintenance plan	Review data from BCC review	Review and update maintenance and capex plan	Review and update maintenance and capex plan
		Detail into a spreadsheet and categorise yearly expenditure program	Upgrade lighting in facility to LE	Seek updated BCC review
			Upgrade the rest/change rooms for court 1	
1.3	Deliver additional courts preference for a 4 court venue – multi purpose	Engage with consultant	Complete feasibility brief and invest in a concept presentation	Consult with council and government concerning suitable location and have an outcome of preferred site/s
		Invest funds to complete scope document for facility outlining current and expected needs	Consult with council and government concerning suitable location	Review progress and reset outcome/expectations
			Present concept plan to membership to enable to project	



PARTICIPATION

Objectives		2016	2017	2018
2.1	Develop tactics to retain and increase the number of female players	Review current programs to determine participation and to understand what is currently working	Review 2016 player numbers all programs and set increase number of female players by 10%	Review 2017 player numbers all programs and set increase number of female players by 5%
		Survey current holiday camp participants to understand their view on female participation	Implement more girls only programs and review participation	Maintain number of girls only program from 2017
			Set an initiative with Junior clubs to implement a focus on female participation	
2.2	Establish 2 new junior clubs in and around the association catchment area	Socialise with existing clubs the reason for creating additional clubs	Commence new club	Commence new club
		Develop a plan to operationalise creation	Review Aussie Hoop numbers throughout year	Review Aussie Hoop numbers throughout year
2.3	Develop a plan to create Aussie Hoop hubs at or near existing clubs	Identify a range of possible suitable sites north/west	review expansion of the hub and spoke program	review expansion of the hub and spoke program
		Create a resource plan for coaches - aim for 6	Review coach availability and resourcing capability - aim for 10	Review coach availability and resourcing capability - aim for maintenance of 10
		Develop a geographic school plan to regionalise program		
2.4	Create an integrated plan to partner with clubs to offer increased learn and grow opportunities for members	Create yearly plan for club coach education Level 1 - 2 sessions	Create yearly plan for club coach education Level 1 - 2 sessions	Create yearly plan for club coach education Level 1 - 2 sessions
		Open sessions with guest high profile coaches as available	Open sessions with guest high profile coaches as available	Open sessions with guest high profile coaches as available
		PGC sessions - presentation and development of the relationship	PGC sessions - presentation and development of the relationship	PGC sessions - presentation and development of the relationship



GOVERNANCE

Objectives		2016	2017	2018
3.1	Increase the understanding of the role of the committee and their individual skills	Executive to identify skill gaps across committee membership	Source suitable training options that are effective and low cost - State Government and council run programs or online learning that respond to learning gaps	Source suitable training options that are effective and low cost - State Government and council run programs or online learning
		Create an expectation that committee undertake 1 development activity throughout the year	Confirm development activity completed	Confirm development activity completed
3.2	Develop and adopt a new constitution	Initially modernise and then draft a new constitution that reflects current day operations	New constitution is adopted	Constitution is reviewed as to relevance and identified unintended consequences are reviewed and amended by membership/clubs
		Present to clubs/membership for ratification		
		Amendments are completed		
3.3	Create and finalise an affiliation agreement with affiliated clubs	Consult with clubs to outline the business sense for an affiliation agreement	Affiliation agreement ratified	Review affiliation agreement and update as required
		Seek input and suggestions from clubs as to clauses to be included		
3.4	Review association policies	Develop list of current policies	Complete policies where a gap has been identified and ratify through ManComm	Review 50% of existing policies to confirm relevance
		Review current suite of policies to identify gaps	Review 50% of existing policies to confirm relevance	



COMMUNITY ENGAGEMENT

Objectives		2016	2017	2018
3.1	Research and develop an understanding of key stakeholders to increase engagement with the association through database mining	Create an inventory of key information to be set up with the database so we can capture the relevant information at time of member registration	Review data from database to determine if actions met expectations	Review data from database to determine if actions met expectations
		Prepare registration form for 2017 to also include marketing based contacts throughout the year	review 2018 form for revised information	review 2018 form for revised information
3.2	Develop an ongoing communication plan across multiple platforms to engage with our members	Create a competition based communication plan to outline optimum times to engage with member groups	Use communication calendar to prepare for competition campaigns	
		Create collateral to maintain a consistent message	Develop a member based newsletter quarterly	Despatch newsletter quarterly
		Assess resourcing requirements to provide for content delivery	Outline targets to measure success of campaigns and lift in platform likes and hits	re-assess targets to continue to lift community engagement through FB and other social media platforms
3.3	Increase the level of volunteering within the association	Review current volunteer group membership include coaches and team managers and QBL	Increase QBL volunteer numbers to 15	Review progress towards a stable team of volunteers for QBL
		Consider the development of a volunteer benefits package and seek feedback on what could be included in such a pack and provide a budget to reward and recognise volunteers	Implement a volunteer benefits package	Review volunteer benefits package
		Review job descriptions of volunteer positions		Review job descriptions and update as required



3.4	Populate new website with a view to monetarisation	Map existing website and confirm retention of detail as required	Develop our brand presentation to reflect in the visual content of the site	Use database to mine prospects to be invited to advertise as part of our buy local campaign on website and develop collateral - website to produce \$3000 revenue (30 advertisers)
		Develop our brand presentation to reflect in the visual content of the site	Use database to mine prospects to be invited to advertise as part of our buy local campaign on website and develop collateral - website to produce \$2000 revenue (20 advertisers)	