



BRISBANE BASKETBALL STRATEGIC PLAN 2016-2018



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 out north towards Albany Creek and east through Kedron up to Chermside.

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
Competitions	To ensure our competitions continue to evolve to meet the needs of our diverse membership and community whilst improving the participation and overall skill levels



How do we get there

Objective – Stadium Facilities

Project	Start Date	End Date	Lead role		Progress
Consult local and state government concerning current park position					
Draft concept drawings/proposed plans for additional courts					
Interim stadium upgrade/refurb program including the main changerooms and toilet area					
Prepare a 5-10 year maintenance plan for the venue to account for future planned expenditure					

Objective – Community Engagement

Project	Start Date	End Date	Lead role		Progress
Develop clear understanding of key stakeholders					
Develop a communications plan across multiple platforms to engage key stakeholders					
Interface more frequently with clubs to discuss needs and mutual objectives					
Communicate more frequently with local/state/federal government representatives					
Create and document a volunteer policy to promote participation					



Objective – Governance

Project	Start Date	End Date	Lead role		Progress
Define and complete position descriptions for all committee positions					
Develop a committee member induction pack					
Review (draft and/or amend) current delegations and authorities					
Prepare and present a revised compliant up to date constitution					

Objective – Competitions

Project	Start Date	End Date	Lead role		Progress
Review BQ female participation report and develop local tactics to retain female youth					
Create an integrated plan to partner with clubs to offer more development and training opportunities for junior club coaches					
Undertake broad enquiries to obtain an understanding of how the association can attract and build a fan base for QBL					
Create a survey(s) to seek feedback from key segments of our market on important aspects on competition participation or spectatorship					



Stadium Facilities

	Required	Challenges	Actions required	Assets Required	Outcomes Sought
1	Insufficient control of own courts	Establish if current BBI premises can be expanded	Consult local and State Govt Consult with Infrastructure grants Capability Statement Engage in consultation Consult Sport and Recreation	Draft architect plans Use consultants to assist	Yes/No to expansion on current site
2	Identify other facilities to lease		Identify court space for short term lease Identify court space for long term lease		Security of court space for current competitions Long term court security for positive financial planning
3	Identify other facilities to build/purchase		To be explored post no 1 action point		
4	Engage with clubs/community re facilities planning		Regular consultation re stadium plans	Consultative forums	Transparency
5	Current BBI facility	Maintain current standard Ensure staff succession capability Maximise revenue from facility	Allocate sufficient R&M Plan for maintenance /replacement Well trained staff Sound budget and planning	Forward plan/good records Staff training Annual budget/plans	Instal/replace lighting with LED Refurbish abolutions male and female Cladding of court 1 and 2 Consistent staff capability Financially viable facility



Governance

	Required	Challenges	Actions required	Assets Required	Outcomes Sought
1	Constitution	Requires Updating	Prepare several drafts Consult clubs Comply with fair trading	Governance sub-group External facilitation to move the association forward Consultancy with Fred Van Dongen Review other associations constitution to see what has worked	Working constitution that reflects our organisational structure and intent as a progressive and professionally run association Xxx review process
2	Board Effectiveness	Operate as a modern board Improve strategic direction	Board role defined Improve board reports Meeting preparations Member induction pack		
3	Effective action teams	Appropriate members and focus on action/contribution/outcomes	Seek appropriate members (ie outside board)		Strategic and effective sub groups Sub group report effectively to management Accomplish set goals
4	Appropriate Operational Policies	Organise effectively	Draft/review existing policies Create new policies to reflect appropriate delegation/expectations Storage of policies		
5	Ensure stadium is regulatory compliant		Health and Safety Liquor Fire		



Competitions

	Required	Challenges	Actions required	Assets Required	Outcomes Sought
1	Junior competition	Restructure Excess use of external courts Cost of external courts Female participation	Winter/summer comps Secure xxxx court space Review BQ female participation report Clear female pathways Dedicated and consistent Aussie Hoops program	Lock in external courts Seek actions from Female participation report Dedicated resource for aussie hoops	Control of court space Strong competition across all ages
2	Grow player number	Consistent and geographical accessible aussie hoops program Court space Commence early age competitions	Dedicated and consistent aussie hoops program	Dedicated resource/activity	Increase new young players to sport and clubs
3	Improve elite performance junior and senior levels	Current level of coach ability at club Retention and development of current coaches Skill base of current players Cost to participate in player development programs	Attract better coaches Lift base skill capability Consistency of player and team selection process Education of athlete workload management	Accelerate skill based training for all Juniors Performance manager role Provide Accelerware platform	Improved state classic results Recognition as an athlete centred organisation Increased engagement and value from Performance Manager activities Educate stakeholders in use of player management tools Be known for athlete centred programs Become a player and coach destination association
4	QBL	Cost/revenue gap Maintaining high performance Increasing sponsorship and engagement Increasing level of volunteerism	Well publicised review process Regular updates with management committee Transparency Focus group to discuss/review ways to attract more spectators		Strong on court performances Reduce cost/revenue gap Cohesive liaison between players/sponsors/members Regular volunteer base for game day



		<p>Players contribution to the marketing of the program to their communities</p> <p>Player engagement with sponsors and spectators</p> <p>Lift paying spectator attendance</p> <p>Attend to game day marketing</p> <p>Create full entertainment package with basketball as the centrepiece</p> <p>Post game activity with fans</p>			
5	Seniors	<p>Engaging with clubs to create senior programs</p> <p>Court space</p> <p>Officials/referees</p> <p>Female participation</p>	Continue to seek court space		<p>Maintain quality and consistent product</p> <p>Frequent communication with the community</p>



Community Engagement

	Required	Challenges	Actions required	Assets Required	Outcomes Sought
1	Appropriate BBI staff for communications	SAW Budget Limited staff hourly contribution What does it look like Retention of key staff	Determine role function of new role – PD Allocate budget Career development	Appropriate skills ? specific staff hours Access external consultants	Tertiary qualified Clear role objectives including expected ROI Targeted Marketing plan
2	Communication with clubs	Volunteers Clear message Clubs are not uniform and have different objectives	Increased facetime by BBI exec Tailored communication Consistent messages and strategy		
3	Communication with BBI and club Volunteers	Lack of volunteers How to secure volunteers Changing lifestyles – how much will it cost for me not to volunteer No database	Clubs to develop clear local strategies BBI to have clear strategies that the clubs can partner to Create volunteer PDs	Use modern research Share latest thinking Training and education	More robust volunteer/worker base Increased organisational capability Reduce volunteer weariness Maintain database
4	Communication via social media (Email, Twitter, Instagram, FB, Website, surveys)	Understand each platform Understand each market segment How to write to each segment	Training on use Developing and sourcing current and relevant content	BQ to support Dedicated resource	Consistent social media activity Quality, consistent and reliable content
5	Communication with external market	Politicians Public Local Database	Communicate and engage better	Dedicated activity and awareness	Stronger engagement and awareness Understand who and send the right message Effective use of database
6	Communication with sponsors	Not enough sponsors despite excellence of product and game reputation Not enough revenue	Demonstrate value of association Seek new sponsors Understand the value of our offers	Dedicated activity	Better spread of sponsors Mutual engagement with sponsors Increased revenue streams Create social value for sponsors



		Do not have an engaging value proposition			
7	Communication with BBI Members	Ability to simply communicate with all members Breadth of membership Understanding of different needs of each membership group	Use data to maximise benefit Add parents and associates to database	Increased sources of information	Ability to use membership database to maximise their engagement in a strategic manner