

STRATEGIC PLAN 2018-2023

*“A thriving basketball community
encouraging Fun, Development &
Opportunity for all”*



Established 1956



Funded by Local Projects Local Jobs

Ratified by the BBA Board, 14th February 2019

Chairman: Sam Fotu

Vice Chairman: Wayne Hayres

Secretary: Marina Quain

Treasurer: Melissa Goff

Strategic Director: Peter Gasic

Junior Director: Penny Starr

Senior Director: Robert Dempster

Referee Director: Evan Mills

Board Members: Kath La Nauze & James Fitch

'Reinforcing a thriving basketball community encouraging fun, development & opportunity for all'

Core Values

Encourage: healthy, positive promotion of players, volunteers, coaches and referees

Respect: balance healthy competition with dignified treatment of all people within the Bunbury Basketball Association (BBA)

Inclusion: engaging all cultures, backgrounds, genders and abilities in increased participant development, belonging and fun

Teamwork: working together for an inclusive and inspiring BBA

Governance: honesty, integrity, transparent administration and stewardship of the game

Strategic Aims

- 1) Partnerships:** reinforce strong community networks with all valued stake-holders
- 2) Growth:** encourage continual participation growth
- 3) Regional Hub:** affirm and expand the City of Bunbury's place and position in regional basketball excellence and inclusive sporting opportunities for all.

Objectives

- 1) Community Participation:** create equity in basketball engagement pathways, promote sports leadership partnerships and implement continuous evaluation strategies
- 2) Governance and Infrastructure:** sound business governance and board representation to progress the BBA's facilities and participant growth agendas
- 3) Pathways:** expand local facilities in order to promote multi-sport regional sporting excellence and high-performance pathways

Background

Bunbury Basketball Association Inc. (BBA) was established 29th Nov. 1956 and became Incorporated on 8th Sept. 1960. The BBA is a major part of the South West community, not just the City of Bunbury. It has robust networks and relationships with many local businesses, schools, sporting bodies and community groups.

Bunbury Basketball Association has always been a volunteer organization, operating out of Southway Hall in 1956, then Queens Gardens in 1961 and Hay Park from 1971. At Hay Park, six bitumen courts operated, with competitions several nights a week. In 1980, BBA moved to Hay Park Recreation Centre, later named the South West Sports Centre, as inaugural tenants.

Current Structure

Governing Body	Associations	Leagues/clubs
National	Basketball Australia	National Men team: Boomers National Women's team: Opals National Basketball League (NBL) Men & Women
WA State	Basketball WA	NBL: Men's Perth Wildcats Women's team Perth Lynx State Basketball League (SBL) - Seniors WA Basketball League (WABL) - Juniors
Bunbury Geographe Region Over 6000 members	Basketball South West	SBL South West Slammers WABL Div 1 South West Slammers WABL Juniors South West Slammers
	Bunbury Basketball Assoc.	Approx. 1600 members Aces Basketball Club Bulls Basketball Club Tornadoes Basketball Club Grammar Basketball Club Senior A-Grade League U8 - U18 Junior League
	Eaton Basketball Assoc.	Approx 600 members No clubs
	Australind Basketball Assoc.	Approx 600 members No clubs
	Busselton Basketball Assoc.	approx 1400 members 7 clubs
	Dunsborough Assoc.	No clubs

Key Contacts

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Current Track Record of Excellence and Growth Indicators

The recent 2018/19 domestic summer competition was run over 20 rounds. Each round took 6 days a week to complete. The season involved 1690 players resulting in >185 teams, up from 1460 players and 153 teams in 2012/13 season.

The greatest growth in participation numbers was in the junior competition. The table below shows projected growth of BBA participants by the 2022/23 summer competition season is at 26.6% and equating to an increase of 38.4% in team numbers.

2017/18 Domestic Summer Season Statistics						
Total Players	Junior players	Senior players	Total teams	Total games	Volunteer hours	Referee hours
1690	1575	115	185	2670	5910	5710
Projected 2022/23 Domestic Summer Season Statistics						
2400	1944	358	256	3686	8158	7372

Many players and some teams in the BBA are from neighboring shires &/or basketball associations.

The elite senior A-Grade competition attracts teams and players from throughout the South West. Over winter many of these players also play under the Basketball South West (South West Slammers) umbrella in the Basketball WA State League (SBL & WABL).

BBA has produced many players and officials who have gone on to higher State, National and Australian representative levels.

2018 U12 Basketball WA Country Championship winning team.



Indoor Court Access Opportunities and Future Growth Challenges

Access to indoor court sports is a significant growing trend due in part to the fact that they negate all climatic impacts for players, coaches, umpires and spectators. Indoor courts reduce and minimise injuries for participants. They provide the necessary platform for elite competitions now offered by BBA.

BBA is committed to continual growth in terms of expanded junior and senior domestic competitions, representative, high performance player and official development.

To date indoor courts have fast-tracked junior development and contributed to the Bunbury regional representative team's success story. In 2018 BBA entered 27 junior teams into the BSW regional carnival (hosted at four different venues) resulted in BBA winning 7 of the 12 grades entered.

Operating BBA competitions and development programs on indoor courts has expedited participation and development growth within the BBA. The South West Sports Centre features three amateur size multi-use indoor courts that the BBA utilise, unfortunately these courts don't meet State or FIBA guidelines, the court length is approx. 2m too short and 1m too narrow.

Transitioning from six single use outdoor courts, to three multi-use indoor courts at the South West Sports Centre, has however created its own court availability and future growth challenges for the BBA, these include:

- Need for multiple off site training options, primarily at all high schools
- Increased expense to hire court space and facilities within the South West Sports Centre
- Inadequate court allocation relative to increasing participant demand from all other indoor court user groups

Indoor Court Access Opportunities and Future Growth Challenges (continued)

- No showcase court with adequate spectator seating, presently substandard temporary mobile seating has to be set up over courts 1 and 3. This is very labor intensive, ineffective and uninviting for spectators to both get a seat and be comfortable. People have to be reasonably fit and agile to access this temporary seating.
- The courts at SWSC not meeting State, FIBA and OH&S standards resulting in both SBL and WABL team's relocation to the Eaton Recreation Centre.
- Nonconforming State and FIBA stadium facilities, therefore SWSC being overlooked for hosting of National and State based preseason games, showcase games including the Perth Wildcats, Lynx and more.
- Missed sports tourism opportunities to host Australian National competitions that attract interstate teams, athletes, families to the area, who all stay for a week long competition.
- BBA's requirement to book external venues to host carnivals and regional development training programs.
- Current and future lost economic alliance "stay and spend", inadequate stadium facilities inhibit BBA hosting State and Regional carnivals.
- Future economic losses for all BBA economic alliance, sporting and community partners if facility expansion does not match community demand for BBA sports program access
- Data on participant demand and projected growth trends in participation demonstrates that basketball and other multi-use groups including indoor soccer, summer / winter volley ball, netball and holiday program demands has outgrown the existing three court facility at the SWSC.
- Recent enquiries by BBA to expand and transition, to include a winter competition has found that there is only 2 early time slots each day Mon-Friday with some weekend availability thereby affecting our ability to expand and provide for the community.
- regional demand for more safe indoor spaces for team training and development programs is steadily increasing

In summary, the above synergies, highlight that the BBA's greatest strategic priority is to strive for the provision of more indoor courts and appropriate facilities for all users in the community. This will require a survey of all users and a feasibility study of the community wide economic, social and multi-health benefits of expanding indoor courts and associated facilities. Feasibility needs to be considered in collaboration with other sports user associations who could benefit from expansion of the existing Hay Park facility.

Strategic Participation and Sustainability Challenges

The table's to follow demonstrates the BBA's strategic participation and sustainability challenges. The main (repeated) challenges to focus our short to medium term strategic intent are:

1. **Partnerships** - Inclusive access and positive partnerships with other multi- purpose indoor court user groups is crucial to maximise positive sporting cross promotion. Creating community and place via two improved pathway options for equal access of both aspiring and vulnerable or underrepresented groups in the BBA. Subsidised fees for children, youth and families from socially disadvantaged groups may need to be considered. Supportive pathways for elite athletes are also required.
2. **Growth** - diversity and inclusion methods to reinforce Basketball and other indoor sports, ability to offer multi- health, social connectivity and place based hubs of belonging as well as a safe sports environment for all. Across all age groups this is a natural antidote to sedentary, isolating technologies, lifestyle options and mental ill health.
3. **Regional Hub** - An expanded hub of belonging and how to fund this proposed facility expansion is vital. Scheduling, scoping and feasibility investigations need to address expansion options plus the BBA's capacity and how restricted court access impacts competition growth.

Strategic Aims, Objectives and Strategies

Aims	Objectives	Opportunities	Challenges	Action Plans
<p>Partnerships</p>	<p>Community Participation</p>	<p>Engagement with multi-sports stakeholders and economic alliance partners needed as allies</p> <p>Upgrade of Hay Park facilities to enable growth of indoor and outdoor sports-based organisations like the BBA.</p> <p>Place based sports facilities expansion in the City of Bunbury that supports inclusion and access for all.</p> <p>Expansion of competitions to a year-round model and offering of 3v3 competition and night competitions for Youth at Risk</p> <p>Growth of official development program</p> <p>Capacity to grow people, volunteer roles and responsibilities across BBA Capacity to improve office bearers' roles and responsibilities operational documents</p>	<p>Lack of State, FIBA recognized court space and time allocated to improve competition growth</p> <p>Increasingly time poor members, choosing passive digital entertainment options and sedentary work or student roles over sports participation.</p> <p>Higher numbers of FIFO and DIDO families- decreased volunteering across all areas of BBA operations.</p> <p>BBA human resource processes and facilities infrastructure limitations</p> <p>Limited private investment and sponsorship of the BBA</p>	<p>Create impactful partnerships with other innovative sporting clubs, government, social services and economic allies to support scoping and feasibility studies into a Hay Park facility and Youth Precinct upgrade.</p> <p>Need to create updated and clear board structure and roles and responsibilities documents to attract and clarify volunteer growth needs</p> <p>Ensure the BBA is meeting the updated Child Safe organisational guidelines to attract greater diversity of young participants</p> <p>Negotiate adaptive scheduling, court allocation, business planning and human resource allocation to attract volunteers, youth leaders and engaged citizenship in the BBA</p> <p>Initiate online and other marketing strategies to improve the visibility of the BBA in the community</p> <p>Provide suitable training to officials and office bearers</p>

Aims	Objectives	Opportunities	Challenges	Action Plans
<p>Growth</p>	<p>Governance and Infrastructure</p>	<p>Create new board roles to reflect need for IT focussed marketing and promotions skills and strategic community engagement roles,</p> <p>Develop social media capabilities of Bunbury Basketball Assoc. within a clearly defined marketing and promotions strategy</p> <p>Ensure accessibility at all levels of the BBA in support of the City of Bunbury’s MARCIA objective to become the “Most Accessible Regional City in Australia</p> <p>Develop the profile of Basketball as a community engagement, health and lifestyle benefit within the region</p> <p>Develop clear human resource organizational charts and role descriptions</p>	<p>Promote citizenship and leadership development across the organisation</p> <p>Currently no social media or other funds allocated to active promotion of the BBA in the community</p> <p>Lack of BBA links to other access and inclusion funding programs such as the NDIA, the PCYC and other Youth at Risk program</p> <p>Lack of clearly promoted volunteering, citizenship and youth leadership across the BBA</p> <p>Current lack of clear partnership with neighbouring Shires, State and Local Department of Communities representatives, Basketball WA, associations and groups to develop a multi-use indoor court facilities.</p>	<p>Promote awareness to the range of all basketball competition and inclusive community participation options in schools, on social media and via targeted promotional campaign</p> <p>Ensure future facility designs and access plans involve consultation with disabilities and financial disadvantage access in line with the City of Bunbury’s MARCIA objectives and CCYP’s Child Safe Sports inclusion options</p> <p>Encourage accessibility to competitions for people of varying abilities and social inclusion needs</p> <p>Engage BBA in social inclusion programs and encourage participation of all vulnerable groups in Basketball as a sport of preferred belonging</p> <p>Demonstrate corporate citizenship via social responsibility programs such as Choose Respect, Child Safe organisational training and development of youth leadership capabilities at all levels of the BBA</p> <p>Promote a marketing strategy that will encourage increased volunteering at all levels</p> <p>Clearly promoted volunteering, citizenship and youth leadership across the BBA as a community engagement strategy</p> <p>Engage Board members in Governance Training as required</p> <p>Ensure good record keeping and data security</p> <p>Ensure ongoing succession planning of Board members</p>

Aims	Objectives	Opportunities	Challenges	Action Plans
<p>Growth (continued)</p>	<p>Governance and Infrastructure (continued)</p>	<p>Elect a BBA board that represents diversity and gender equality</p> <p>Identify the facilities required to support the growth and sustainability of Basketball in the region.</p> <p>Capacity to update the Constitution to reflect State Basketball Standards for organisational governance</p> <p>Chance to update the Induction Pack and organisational structure for new Board members</p>	<p>Lack of diverse income streams to ensure financial sustainability</p> <p>Lack of multi-use administration hub limits multi- sports partnerships and positive cross promotional opportunities</p> <p>Unclear governance standards for Board members and lack of succession planning processes</p>	<p>Develop clear strategic partnerships with neighbouring Shires, State and Local Department of Communities and Basketball WA representatives</p> <p>Engage multi- sports Association presidents and indoor sports user groups to improve scoping and feasibility plan leverage for a multi-use indoor court facility expansion</p>

Aims	Objectives	Opportunities	Challenges	Action Plans
<p>Regional Hub</p>	<p>Pathways</p>	<p>Identify facilities required to support the growth and sustainability of Basketball in the region.</p> <p>Establish strong long term partnerships with neighbouring Shires, State and Federal Government, Basketball WA, associations and groups to develop a realistic multi-use indoor court facility expansion business case.</p>	<p>Liaise with Basketball WA and Basketball South West to develop players, referees and officials to their highest level of performance within Basketball</p> <p>Lack of indoor courts that meet FIBA & OH&S standards.</p> <p>Lack of Show Court limiting sports growth and Stay and Spend local business growth opportunities.</p> <p>No outdoor courts to enable access for those from less financially viable user groups and offer community hub training options.</p> <p>Identify opportunities for individuals and team development.</p>	<p>Participate in facilities reviews with the City of Bunbury's Community Sport Recreation Strategy and the State Governments Bunbury Wellington Sports Facility Plan.</p> <p>Liaise with State Government and Federal Government Departments and Representatives on infrastructure needs.</p> <p>Liaise with Basketball WA on establishing appropriate facilities and a Regional Indoor Centre for basketball.</p> <p>Investigate Multi- sports and disability access options for all.</p> <p>Liaise with neighbouring basketball Associations and Basketball South West to establish regional needs for Court growth</p> <p>Seek funds to undertake a feasibility study that includes consideration of design, location assessment, multi- use opportunities, future needs and sustainability</p> <p>Participate strategically in higher level competitions to showcase local players, officials and referees.</p>

Immediate Actions (2019/20).

1. Attract and / or apply for scoping and feasibility study funding. Consider pooling of feasibility study costs as part of an integrated sports, youth and community development action plan.
2. Seek multi-purpose sports program strategic partnerships. Including not just sports facility user groups but government departments concerned with community development and inclusive participation.
3. Elect board members with professional backgrounds in stakeholder engagement, organisational, human resource, project management skills, strategic vision, succession planning and mentoring is crucial.
4. To create Board stability, staggered Board positions and 3-year terms should be considered.
5. Financial Investment up to \$60,000 for Feasibility Study and Business Plan Scope and multi-sport Business Case to present to the Department of Communities. Employing a consultant for an objective, multi-sport feasibility process is recommended.

Medium- Long Terms Actions (2019- 2023).

1. Plan year round regional participation and BBA facilitated competition growth models.
2. Engage and plan expansion alongside showcase events demonstrating the direct economic benefits for the region if hosting regular showcase events eg Perth Wildcats, Perth Lynx, State Basketball League home games.
3. Engage important strategic community service and elite sports program stakeholders in programs that encourage equitable access and uptake of new product development options:
 - Midnight Basketball as a social welfare strategy
 - Aboriginal pathway development
 - Modified versions of the game eg 3v3 basketball concept competition
 - Elite pathway development programs for aspirant and talented sports youth
4. Develop ways to survey BBA participant satisfaction and the community health or cost efficiency outcomes of BBA involvement. Surveys can relate to inclusive participant engagement and access opportunities created via multi-purpose agency involvement in joint facilities planning and expansion processes.
5. Improve the BBA Board and “Organisational Operations” processes to ensure both paid and volunteer positions have role descriptions that reflect objectives. Ensure all BBA staff have pathways to develop their community volunteer skills sets.

Summary

The Bunbury Basketball Association is at a pivotal point in its 60-year history.

Consistent participant growth and compliance demands being driven by the newly formed Department of Communities will dictate that an organisational structural review, improved training and capacities of elected Board members will drive this association forward into 2023.

Immediate governance, human resource planning, training and role descriptions need to be reviewed and provided where necessary.

Funding investment to enable a facility expansion, to meet the demand of all sports participants, not just those engaged in basketball, will represent a fiscally viable option to government.

Driven by informed volunteers and paid staff the BBA has potential to be a driving force in sports leadership, pathway development and community inclusion for the City of Bunbury.



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