



BRISBANE BASKETBALL

STRATEGIC PLAN

2019-2021



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Our Story

Basketball was played in Brisbane as early as the 1920s, when it was part of the YMCA program.

Dr Ivor Burge, a stalwart of basketball in Victoria in the late twenties and thirties moved to Brisbane in 1941, to be employed as Director at the YMCA. In 1946, Ivor Burge with the help of the University club and the YMCA formed the Queensland Amateur Basketball Association, which then conducted basketball in the Brisbane Area.

In the early periods of basketball in Brisbane, games were played in the YMCA, Wool Court at the Exhibition Ground, and at the outdoor courts at Crosby Park at Albion. Australian Championships were conducted at the Wool Courts in 1950 and 1954.

The **BRISBANE AMATEUR BASKETBALL ASSOCIATION (BABA)** was formed in 1962, with games continued to be played at Crosby Park, until moving to the Paddington Plaza (theatre), and then moving to the Albion Indoor courts at Burdett Street, Albion. The Australian Men's Championships were held at the Paddington Plaza in 1965.

In 1973, through the initiative of Queensland Basketball's Ken Madsen, Harold Peacock, and Bob Rayner the now **VINCE HICKEY STADIUM** was built, at Auchenflower. Originally a two court complex, it was enlarged to four courts in 1998.

In 1984 BABA became Brisbane Basketball Incorporated (BBI) when the organisation was incorporated. Since its formation, BBI has had a significant influence in all aspects of the sport and its administration in Queensland.

In 1979 The Brisbane Basketball Association were inaugural members of the National Basketball League, with the Brisbane Bullets who went on to win the NBL in 1985 and 1987. The association sold the Brisbane Bullets in 1991 to allow the Bullets to grow and to fund the advancement of the sport in Brisbane, in particular the Brisbane Lady Bullets (later the Brisbane Blazers), which entered the WNBL in 1982. After 14 seasons, Brisbane Basketball relinquished the WNBL license in 1995.

In 1985 Brisbane Basketball entered both Men and Women's teams in the inaugural State Basketball League. Previously called the Brisbane Brewers (Men) and Brisbane Blazers (Women), the Brisbane Capitals were officially named before the 2001 season to reflect the leadership the organisation represented in the sport across Queensland. Currently, both teams compete in the Queensland Basketball League. Our teams have seen much success during that time, winning the League on nine occasions (Men – 1, Women – 8).

Our representative teams lead the way across all junior and senior age groups. Currently, 28 teams (14 male & 14 female) represent BBI each year and consistently rank in the top 3 associations in Queensland for overall performance. We have produced a litany of Queensland and Australian Rep players, as well as many of the state's top coaches, which include Vince Hickey, Robert Young, Pam Hamilton-Smith, and many others.

In 1989 BBI partnered in an initiative to form the **GREATER BRISBANE BASKETBALL LEAGUE (GBL)** to support high quality competition for senior male and female players in the South East Queensland (SEQ) region. In 1991 BBI took on sole administration of the GBL growing the competition to provide SEQ aspirants with a domestic A-Grade competition the envy of Queensland. The GBL continues to grow catering for Gold, Silver and Under 23 competition tiers. This offering combines with BBI's commitment to provide 350 teams weekly competition incorporating holistic sport experiences.



Introduction

The Strategic Plan is Brisbane Basketballs principal planning document. The Plan is a guide to our priorities, operating environment and approach to managing our performance as an organisation. It outlines what we are striving to achieve and how we plan to achieve it.

This plan ensures that the activities we undertake to achieve our purposes, as outlined in the activities list in this plan, are strategically aligned. Performance information will be developed and reported to the board as part of the annual review of the plan.

It also informs our annual business plans by articulating our priorities for the coming year, identifying environmental factors that might affect our ability to achieve our purpose, and outlines our approach to building a strong culture.

Our Vision

To promote a lifelong passion for the game.

Our Mission

An organisation focused on the growth of our sport, players, officials, volunteers and the basketball community.

Our Environment

Brisbane Basketball works collaboratively with our stakeholders to produce the best outcome for our members and to ensure our mission for growth can be achieved. Brisbane Basketball stakeholders include:

-  Basketball Queensland
-  Clubs
-  Players
-  Officials
-  Volunteers
-  Parents & Guardians
-  Schools
-  The Community
-  Sponsors
-  Partners
-  Queensland State Government Members & Agencies
-  Brisbane City Council Members & Agencies
-  External Stadium Owners & Managers
-  Suppliers



Our Focus

Our focus reflects our operating environment and more importantly the way we respond to the challenges from our stakeholders and our player groups. This requires innovative thinking and a continued investment into our players, volunteers, facilities and how we engage with the community and governing bodies. The main areas that will require focus over the next three years are:

Stadium Facilities

To secure more court space in a sustainable manner to enable continuity of existing competitions and membership and also cater for ongoing growth in our Basketball community.

Community Engagement

To improve delivery of information to the diverse membership of BBI, our stakeholders, and our wider community, with content that is succinct, specific and relevant via the many communication mediums available today.

Governance & People

To ensure best principles in corporate authority, decision making, and accountability are documented in line with, and in support of, our vision and mission through sustainable structures, including:

- Terms of Reference between BBI and our Clubs;
- Delineation of BBI Board and Executive workforce responsibilities; and
- Support of our Clubs to have sustainable governance practices.

Game Development

To ensure recreational and competitive competitions and programs that continue to evolve to meet the needs and wants of our diverse membership and community while attracting new participants.

This involves building our technical, administrative, and pathway programs in support of increasing:

- The participation experience of our recreational members;
- Performance of our competitive players;
- The social and ethical development of our youth; and
- Create a full entertainment package for spectators.



Our Challenges

We must understand the challenges the organisation will face over the next two years. Challenges have been pinpointed through each of the focus areas as follows:

Stadium Facilities

- Insufficient control of external courts
- Identification of other facilities to lease
- Construct additional courts at BBI
- Current BBI facility maintenance
- Available grants for stadium maintenance and future construction
- Assist Clubs to improve court usage practices to increase their participation capacity

Community Engagement

- Sourcing the appropriate skills in communication
- Creating sustainable practices to maintain communication strengths
- Develop and source a functional member and stakeholder database
- Relationship building with local, state and federal Members of Parliament
- Communication via social media (Email, Twitter, Instagram, Face Book, Website, surveys)
- Attract and retain spectators
- Sustainability of QBL teams
- Need to Increase sponsorship levels
- Create a full entertainment package for spectators
- Friendly and welcoming customer service experience of our members and stakeholders across our staff, facility and online presence

Governance & People

- Ensure BBI constitution and club arrangements aligned with BBI strategy
- Ensure the BBI board has a strategic focus
- Ensure BBI forms functional sub-committees with appropriate skills to accomplish set goals
- Ensure our BBI policies are contemporary
- Understand the volunteer workforce requirements of our competitions and programs with a view for recruitment and retention
- Produce a career development framework for our workforce including succession plans

Game Development

- Create clear female pathways
- Improving participation experience of recreational members
- Improve elite performance at junior and senior levels
- Recruit and develop our coaches and officials
- Provide more club capacity to support the membership growth and participation
- Junior to senior player transition support

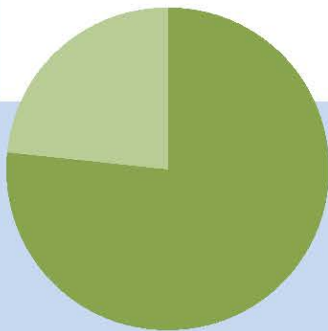


Our Operations in 2018

1630

Junior Players

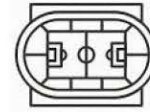
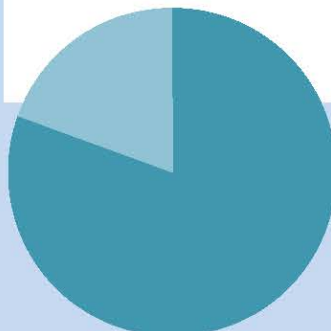
1247 Male
383 Female



1784

Senior Players

1449 Male
335 Female



4500 Visitors to
Stadiums per week



Over 4500 Games
Played



District Player
numbers increased by
115

Teams

Junior
171

Senior
210

Focus 2019

- Stadium Facilities
- Community Engagement
- Governance & People
- Game Development

Major Activities

- Update and continue to progress the additional three court design and DA approval process
- Develop a communications plan across multiple digital media platforms (Email, twitter, Instagram, Facebook, website, podcasts, surveys).
- Review roles, responsibilities and delineation of accountabilities between Board and GM
- Develop local pathways to attract and retain female players, coaches and volunteers.



Activities

		Activities 2019 -2021	Priority	Due
Stadium Facilities	1.1	Review external venue utilisation to ensure value for money.	2	2019
	1.2	Explore canteen operating model (Lease/contract or provide in-house).	4	2020
	1.3	Continue with planned stadium refurbishment program and planned maintenance requirements.	6	2021
	1.4	Review and apply for local, state and federal grants for maintenance and future building works.	3	2019
	1.5	Update and continue to progress the additional three court design and DA approval process.	1	2019
	1.6	Investigate collaborative parking arrangements with Wesley Hospital.	5	2020
Community Engagement	2.1	Develop a communications plan across multiple digital media platforms (Email, twitter, Instagram, Facebook, website, podcasts, surveys).	2	2019
	2.2	Investigate recruitment of Communication / Marketing Officer or outsource marketing responsibilities.	1	2019
	2.3	Communicate with clubs on a regular basis to discuss mutual objectives.	3	2019
	2.4	Communicate more frequently with local, state, and federal Government representatives on grants and facilities.	4	2019
	2.5	Investigate ideas to attract and retain spectators to SBL/QBL and other competitions.	6	2019
	2.6	Investigate ideas on how to increase sponsors and sponsorships.	5	2019
	2.7	Update BBI history to ensure our story is captured.	7	2020
	2.8	Review and produce a report on customer interface points.	8	2020
	2.9	Review and produce a report on the benefits of current events/programs, identify opportunities for growth of events/programs and if there is a need for an events co-ordinator.	9	2019



Activities

	Activities 2019-2021	Priority	Due	
Governance & People	3.1	Collate/compile existing governance materials, board operating procedures, documents and review for alignment with strategic focus.	1	2019
	3.2	Make recommendations to improve Board roles/functions with a view to improving strategic focus.	3	2019
	3.3	Review roles, responsibilities and delineation of accountabilities between Board and GM.	2	2019
	3.4	Develop a board member, coach and volunteer induction pack.	5	2020
	3.5	Create and promote a career framework model for volunteer support staff.	7	2020
	3.6	Review current BBI staffing and sustainability for the next three years.	6	2019
	3.7	Define relevant performance metrics for Board.	8	2020
	3.8	Define and produce affiliation agreements between BBI and affiliate clubs.	4	2019
Game Development	4.1	Develop local pathways to attract and retain female players, coaches and volunteers.	1	2019
	4.2	Explore current and new business opportunities. This may include E-sport opportunities.	5	2020
	4.3	Undertake volunteer workforce audit and create a development plan for volunteer workforce (incl. Clubs).	3	2020
	4.4	Review current Pathway and Pipeline processes for effectiveness and performance.	4	2021
	4.5	Investigate membership growth opportunities in line with market expansion and sustainability.	2	2020



Brisbane Basketball Plan on a Page 2019 - 2020

Where are we today?

Challenges

- Stadium Facilities**
- o Insufficient control of external courts
 - o Identification of other facilities to lease
 - o Construct additional courts at BBI
 - o Current BBI facility maintenance and future construction
 - o Assist Clubs to improve court usage practices to increase their participation capacity

- Community Engagement**
- o Sourcing the appropriate skills in communication
 - o Creating sustainable practices to maintain communication strengths
 - o Relationship building with local, state and federal Members of Parliament
 - o Communication via social media (Email, Twitter, Instagram, Face Book, Website, surveys)
 - o Attract and retain spectators
 - o Need to increase sponsorship levels
 - o Update BBI history
 - o Create a full entertainment package for spectators
 - o Friendly and welcoming customer service experience of our members and stakeholders across our staff, facility and online presence

- Governance & People**
- o Ensure BBI constitution and club arrangements aligned with BBI strategy
 - o Ensure the BBI board has a strategic focus
 - o Ensure BBI forms functional sub-committees with appropriate skills to accomplish set goals
 - o Ensure our BBI policies are contemporary
 - o Understand the volunteer workforce requirements of our competitions and programs with a view for recruitment and retention
 - o Produce a career development framework for our workforce including succession plans

- Game Development**
- o Create clear female pathways
 - o Improving participation experience of recreational members
 - o Recruit and develop our coaches and officials
 - o Provide more club capacity to support the membership growth and participation
 - o Junior to senior player transition support

Where are we going by when?

Vision

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Mission

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Focus 2019-2020

Stadium Facilities

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- o Terms of Reference between BBI and our Clubs;
- o Delegation of BBI Management Committee and Executive workforce responsibilities; and
- o Support of our Clubs to have sustainable governance practices.

Game Development

To ensure recreational and competitive competitions and programs continue to evolve to meet the needs and wants of our diverse membership and community while attracting new participants. This involves building our technical, administrative, and pathway capacity in support of increasing:

- o The participation experience of our recreational members;
- o Performance of our competitive players;
- o The social and ethical development of the youth; and
- o Create a full entertainment package for spectators.

How are we going to get there?

General Managers Intent

My intent is for the Strategic Plan to guide our priorities, operating environment and approach to performance management. It outlines what we are striving to achieve and how we plan to achieve it.

Our plan reflects our operating environment and more importantly the way we respond to the challenges from our partners and player groups. This will require innovative thinking and a continued investment into our players, volunteers, officials, facilities and how we engage with the community and governing bodies.

It is my intent that we operate in a manner that brings credit to BBI and that we are all committed to collaboratively driving successful outcomes for BBI and the game of Basketball.

Priority 2019 - 2020 Tasks

- o Review external venue utilisation
- o Update and continue to progress the additional three court design and DA approval process
- o Explore canteen operating model
- o Continue with planned stadium refurbishment program and planned maintenance requirements
- o Investigate collaborative parking arrangements with Wesley Hospital
- o Investigate recruitment of Communication / Marketing Officer or outsource marketing responsibilities
- o Develop a communications plan across multiple digital media platforms (Email, twitter, Instagram, Facebook, website, podcasts, surveys)
- o Communicate with clubs on a regular basis to discuss mutual objectives
- o Communicate more frequently with local, state, and federal Government representatives on grants and facilities
- o Make recommendations to improve Board roles/functions with a view to improving strategic focus
- o Review roles, responsibilities and delineation of accountabilities between Board and GM
- o Define and produce affiliation agreements between BBI and affiliate clubs
- o Develop local pathways to attract and retain female players, coaches and volunteers
- o Investigate membership growth opportunities in line with market expansion and sustainability
- o Explore current and new business opportunities. This may include E-sport opportunities
- o Undertake volunteer workforce audit and create a development plan for volunteer workforce (incl. Clubs)

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