

2024 – 2028

STRATEGIC PLAN

Shoalhaven Basketball Association



TABLE OF CONTENTS

Acknowledgement of Country	3
Executive Summary	4
Vision, Purpose and Values	5
Community Culture	8
SBA Governance	9
SBA History	10
SBA Current State	11
Role of the Board & Directors	12
Governance Structure	13
Organisational Chart	14
Advisory Sub-Committee Governance	15
Barriers & Opportunities	18
Programs & Competitions	20
Capacity Building	23
Strategy at a Glance	24

ACKNOWLEDGEMENT OF COUNTRY

SBA acknowledges the Traditional Custodians of the land in the Shoalhaven region, the Dharawal people and the Wodi Wodi tribe of the Yuin Nation, and their connections to land, sea, and community in which we gather, meet, and play.

We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



EXECUTIVE SUMMARY

We are delighted to present the Shoalhaven Basketball Association's (SBA) Strategic Plan 2024-2028. It is a comprehensive strategy developed to reflect the aspirations and values of our passionate community.

The plan results from extensive consultation over 12 months, including member surveys, focus groups, and six (6) Board workshops in collaboration with Basketball NSW (BNSW). We are proud to present a roadmap that aims to drive the growth of basketball in the Shoalhaven, enhance our member experience, and promote long-term engagement for players and their families.

Developing a thriving basketball community through learn to play programs, skill development opportunities, and a robust local competition are the foundations of this plan. These will provide a solid base to support the continued growth of the Tiger's proud tradition in representative basketball.

Focus Areas of Note:

- ◆ Capacity building of coaches and technical officials is critical to our future success and, therefore, has a strong focus in this plan.
- ◆ Further developing our volunteer base is critical to strengthening the community and successfully delivering a range of basketball activities.
- ◆ Establishing targeted Advisory Sub-Committees to support SBA's strategic goals by engaging diverse community representation and ensuring sustained focus on areas that support growth.

- ◆ Building strong government relationships at all levels of government to ensure improved access to funding and to showcase our community engagement in the region.
- ◆ Continued commitment to governance, focusing on best practice processes and continuous improvement to ensure our sustainability.

Implementation of the plan spans five (5) years to achieve the best possible outcomes. Initiatives and objectives are staggered to ensure goals are achievable with actions for the first year included in a separate *2024 Action Plan*.

SBA's *Annual Report* will document progress by highlighting milestones, achievements, review dates, and any adjustments made over the five (5) years. Actions for the following four years will be updated and shared annually.

We value member feedback as we embark on SBA's next chapter. Input on our programs and competitions will continue to be sought through formal channels to provide a voice for our members.

Thank you for your continued support as we embark on this exciting journey. Basketball participation in Australia is predicted to surge in the coming years. We are excited for basketball to grow and thrive in the Shoalhaven and look forward to working with you to implement this plan.

Who Roars? Tigers Roar!

Shoalhaven Basketball Association Board



Vision

We are a thriving and inclusive basketball community, where everyone is welcome, and our values are embedded in everything we do.

Purpose

We provide opportunities to participate and develop through basketball in the Shoalhaven region.



Respect

We value others, treating them with dignity, kindness, and empathy.

We are accountable for how our actions impact others.



Inclusion

We foster an environment where everyone is valued and encouraged to add value.

We bring our best and embrace diversity.



Resilience

We understand that change can be challenging.

We approach challenges with flexibility and good sportsmanship to achieve positive outcomes.



Teamwork

We work together to secure the best outcome for SBA.

We use open and constructive communication to achieve our shared purpose.



Passion

We are a united Tigers community.

We have the drive and discipline to succeed both on and off court.



Pride

We are proud to call ourselves Tigers, and strive to improve and protect our reputation.

We embrace SBA's history and all our shared achievements, and are focussed on our future success.

COMMUNITY CULTURE

SBA is committed to fostering a positive, welcoming culture around our shared values. We have always enjoyed a strong, connected community and will focus on continuing to nurture this as we look ahead from the disruption of the pandemic and stadium move.

Our vision, purpose, and values will be central to all SBA activities and reinforced through our strategy, people, action, policies, governance, and communication. Community building and creating positive culture belongs to all members.

Our online community is an accessible place to share information, celebrate the achievements of our community members, and provide an insight into SBA's culture and activities. We encourage all members and supporters to engage with the SBA social media channels and make a positive contribution there.

GOVERNANCE

SBA is a not-for-profit association. Our purpose is to deliver opportunities to participate and develop through basketball in the Shoalhaven region. We do this by creating a thriving inclusive basketball community, where everyone is welcome, and our values are embedded in everything we do.

SBA is affiliated with BNSW, the peak body for basketball in NSW. BNSW services more than 85,000 participant members and 270,000 participants across the state. BNSW provides its associations with support in governance, game development, and member protection, capacity building in athlete, coach and referee development, and education and program development.

SBA has a proud history of delivering basketball in the region. Today, we have 860 members and our aim is to grow the game in line with this plan to provide people in the Shoalhaven region the opportunity to play and enjoy the fastest growing sport in Australia.





SBA HISTORY

Our story began in 1968 as the Shoalhaven Amateur Basketball Association (SABA). In 1989, SABA was incorporated under the *Associations Incorporation Act* to become Shoalhaven Basketball Association.

The Tigers Den, as it became known, had one court until 1972 when SBA expanded the facility by adding the Championship Court (Court 1), plus an office, canteen, and sauna. The existing court was renamed Court 2. Soon after, the Championship Court was named the Alan Oke Court, in honour of one of SBA's founding members.

SBA conducted a range of basketball and non-basketball activities from the Tigers Den, from concerts and cabarets to National Championships and the iconic Easter carnival.

In October 2019, SBA relocated to the new four-court multipurpose Shoalhaven Indoor Sports Centre (SISC). As a major tenant, SBA has a dedicated office space and maintains a strong working relationship with SISC. The show court in SISC is named after John Martin in recognition of his contribution to basketball at the local, state, and International level.

CURRENT STATE

SBA's membership numbers were significantly impacted by moving to SISC in late 2019 and the sustained disruption of the COVID pandemic across 2020-2021. While SISC provides more space, it is a true multi-sport facility with limited scope for SBA growth over the medium term.

Throughout 2020-2022, SBA was required to adapt to a new operating environment without the range of income streams previously available such as sponsor signage, court rental, and the canteen. A return to full operations in 2022 allowed a baseline to be set for 2023. This new baseline is the foundation for strategic planning and budget preparation.

SBA has set aside a cash reserve to ensure long-term financial stability. A [Cash Reserves Policy](#) was implemented in May 2023 that ensures we are better prepared to meet unexpected challenges and achieve our financial goals. The reserves allow us to cover six months of operating expenses based on 2022 operations with a further amount set aside for capital projects related to securing our operational footprint. Funds will be managed in accordance with best practice and invested in low-risk, interest-bearing accounts to secure a return and reduce risk.



ROLE OF THE BOARD & DIRECTORS

The role of the SBA Board is to provide oversight, financial management, and governance. As in any small organisation, the SBA Board also has operational responsibilities.

The SBA Constitution provides for nine (9) Board Directors, seven (7) elected and two (2) appointed. A diverse professional skillset is required across the Board and gaps are evaluated using a Board Skills Matrix. The appointed positions allow a Board to appoint additional Directors when specific expertise is required. The Board also appoints the Chair of the Board, the Secretary, and Financial Director.

Four (4) Directors are elected in an even calendar year, and three (3) Directors in an uneven calendar year to ensure the continuity of the Board.

Each SBA Board Director is assigned a portfolio and specific strategic area within this plan. They oversee, guide, and collaborate with staff and/or volunteers to implement, manage, and report to the Board on the progress of assigned programs or initiatives.

Honorariums

Due to the operational nature of the Board and professional expertise required, an annual honorarium will be introduced and paid at the end of the 2025 financial year. Directors who hold an Executive position (Chairperson, Secretary or Financial Director), will receive an annual honorarium of \$1,500. All other Directors will receive an annual honorarium of \$500. This is dependent on targeted growth and will be reviewed prior to implementation.



GOVERNANCE STRUCTURE

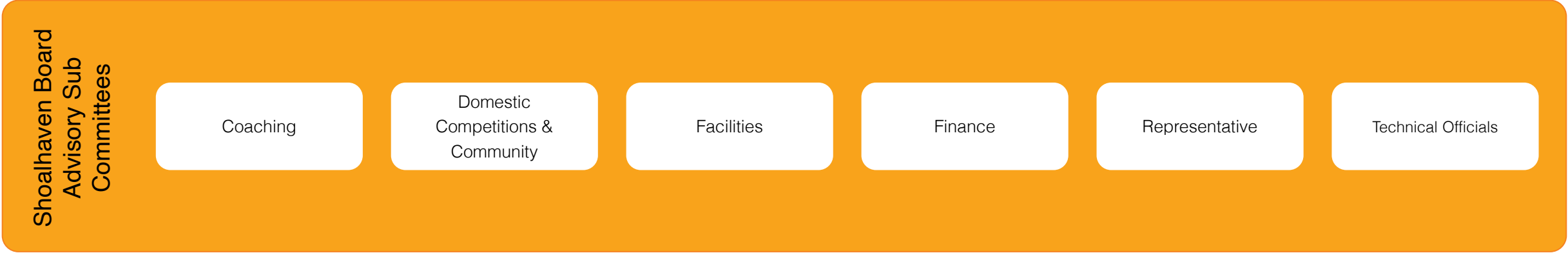
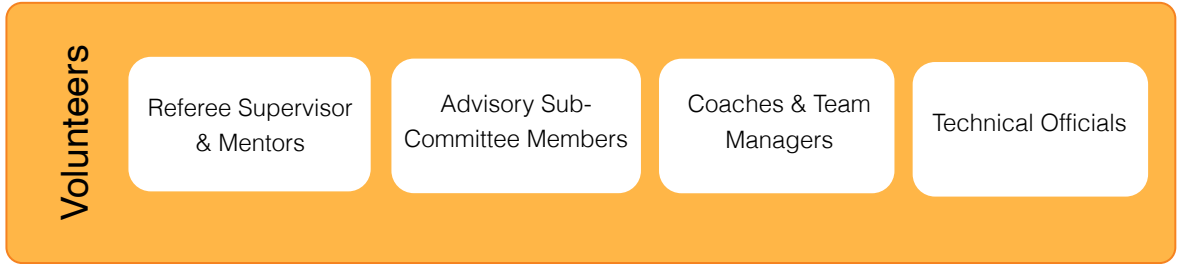
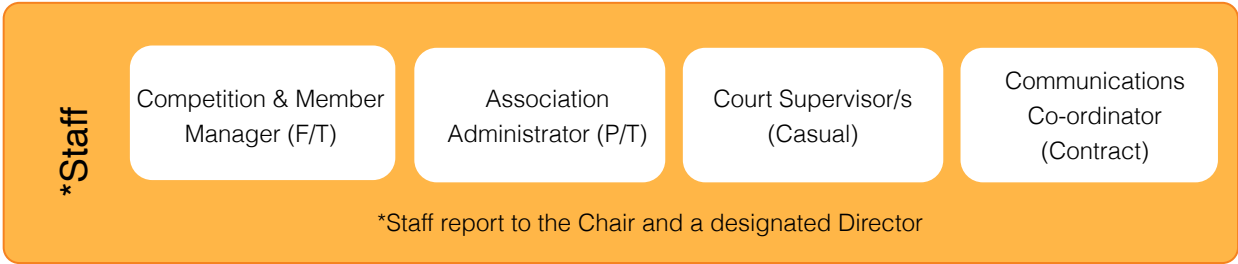
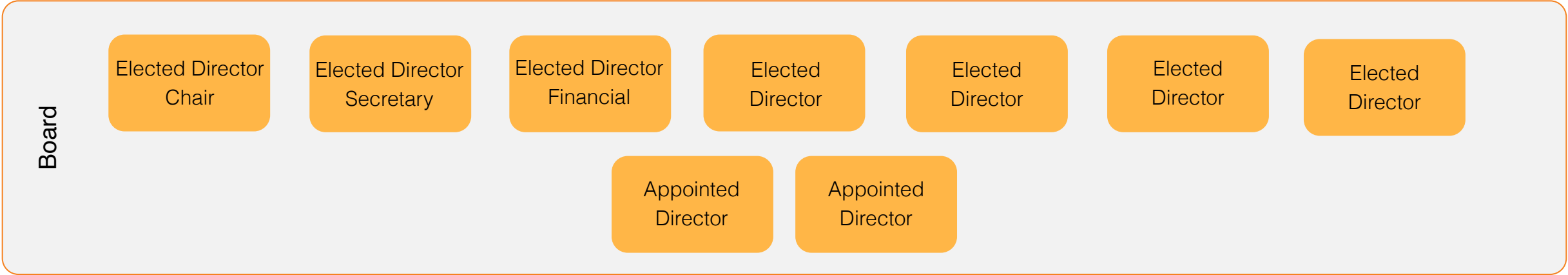
SBA Board Portfolios

- ◆ Coaching
- ◆ Domestic Competitions & Community
- ◆ Facilities
- ◆ Finance
- ◆ Representative Basketball
- ◆ Technical Officials
- ◆ Communications & Member Engagement
- ◆ Governance, Member Protection & Disciplinary Tribunal
- ◆ Sponsorship, Fundraising & Grants
- ◆ Stakeholder Liaison & Staff



Current Staff

- ◆ Competitions and Member Manager
- ◆ Association Administrator
- ◆ Court Controller
- ◆ Communications Co-ordinator



ADVISORY SUB-COMMITTEE GOVERNANCE

The SBA Board has reviewed the previous advisory committees and established six (6) Advisory Sub-Committees to support the implementation of the Strategic Plan. The Advisory Sub-Committees operate under a Terms of Reference (ToR) and report to the Board.

The Chairperson of each Advisory Sub-Committee will be a Board member appointed by the Board. Advisory Sub-Committees will be established annually during the last quarter of the year (October-December) through an Expression of Interest (Eoi) process. SBA Member volunteers are invited to submit expressions of interest to join an Advisory Sub-Committee. The Board will review these to ensure a diverse skillset is appointed while minimising conflicts of interest.



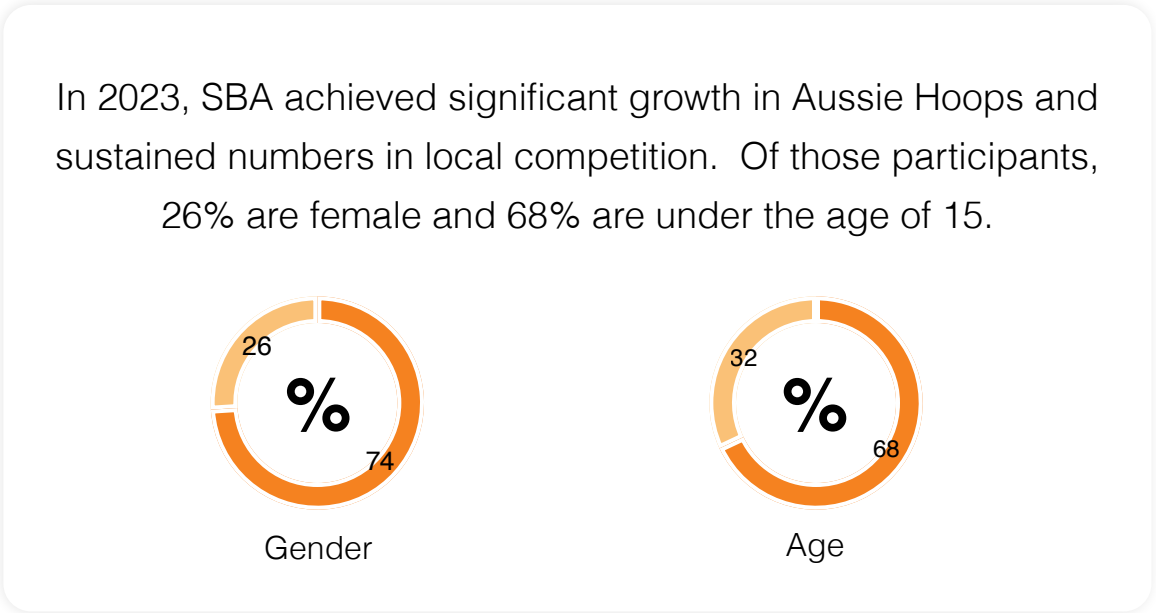
Name of Sub-Committee	Committee Responsibilities	Initiation Date	Frequency of Meetings	Members
Coaching Advisory Sub-Committee	<ul style="list-style-type: none"> a) Recommend a coach development program including the establishment of an SBA coaches forum; b) Recommend coaches for Junior and Senior representative teams; c) Recommend the structure and program for the Tigers Academy; d) Recommend the schedule of coach development for the following calendar year; and e) Recommend any recipients for prizes, awards or distinctions for coaches following the completion of each junior Domestic competition or Junior and Senior representative program. 	2024	Min. of 4 times per year between February and November. Additional meetings may be called as required.	1 Director to Chair with a maximum of 5 members made up of SBA Director/s, SBA Director of Coaching (if appointed), and SBA members.
Domestic Competition & Community Development Advisory Sub-Committee	<ul style="list-style-type: none"> a) Review and recommend any changes to the uniform regulations for the management and playing basketball in both the Junior and Senior Domestic competitions; b) Review and recommend any changes to the by-laws of the Junior and Senior Domestic competitions; c) Recommend the schedule of Junior and Senior Domestic competitions for the following calendar year; and d) Recommend any recipients for prizes, awards or distinctions for teams, players and officials following the completion of each Junior and Senior Domestic competition. 	2024	Min. of 4 times per year between February and November. Additional meetings may be called as required.	1 Director to Chair with a maximum of 5 members made up of SBA Director/s, SBA Staff, and SBA members.
Facilities Advisory Sub-Committee	<ul style="list-style-type: none"> a) Oversee facilities-related matters. b) Collaborate with the other SBA Advisory Committees. c) Submit a calendar of key events and proposed dates to the Board to enable effective planning and timely communication with members. d) Liaise with the SBA staff to facilitate and promote Committee activities. e) Adopt and promote 'best practice' within SBA to deliver outstanding customer service to members. 	2024	Min. of 4 times per year between February and November. Additional meetings may be called as required.	1 Director to Chair with a maximum of 5 members made up of SBA Director/s, SBA Staff, and SBA members.

Name of Sub-Committee	Committee Responsibilities	Initiation Date	Frequency of Meetings	Members
Finance & Audit Advisory Sub-Committee	<ul style="list-style-type: none"> a) Recommend alternative sources of revenue for SBA; b) Recommend investment opportunities for SBA; c) Provide a yearly SBA budgets; d) Liaise with SBA auditor; e) Provide monthly and YTD results of Profit and Loss actual to budget financial reports to each board meeting; f) Review and make recommendations for SBA domestic and representative payment structures; g) Review and make recommendations for SBA sponsorship; h) Collaborate with the other SBA Advisory Committees; i) Submit a calendar of key events and proposed dates to the Board to enable effective planning and timely communication with members; j) Liaise with the SBA staff to facilitate and promote Committee activities; and k) Adopt and promote 'best practice' within SBA to deliver outstanding customer service to members. 	Ongoing	Min. of 4 times per year between February and November. Additional meetings may be called as required.	1 Director to Chair with a maximum of 3 members made up of SBA Financial Director, SBA Director, SBA Staff.
Representative Advisory Sub-Committee	<ul style="list-style-type: none"> a) Review and recommend any changes to the uniform regulations for the management and playing basketball in Senior and Junior Representative Program; b) Recommend any recipients for prizes, awards or distinctions for teams and players following the completion of the Senior and Junior Representative Program; and c) Elevate awareness of the representative program and the player development program including the Tigers Academy. 	2024	Min. of 4 times per year between February and November. Additional meetings may be called as required.	1 Director to Chair with a maximum of 5 members made up of SBA Director/s, SBA Staff, and SBA members.
Technical Officials Sub-Committee	<ul style="list-style-type: none"> a) Recommend a Technical Officials development program including the establishment of an SBA Technical Officials forum; b) Recommend Technical Officials for Junior and Senior domestic and representative competitions; c) Recommend the schedule of Technical Official development for the following calendar year; and d) Recommend any recipients for prizes, awards or distinctions for Technical Officials following the completion of each junior Domestic competition or Junior and Senior representative program. 	2024	Min. of 4 times per year between February and November. Additional meetings may be called as required.	1 Director to Chair with a maximum of 5 members made up of SBA Director/s, SBA Staff, and SBA members.

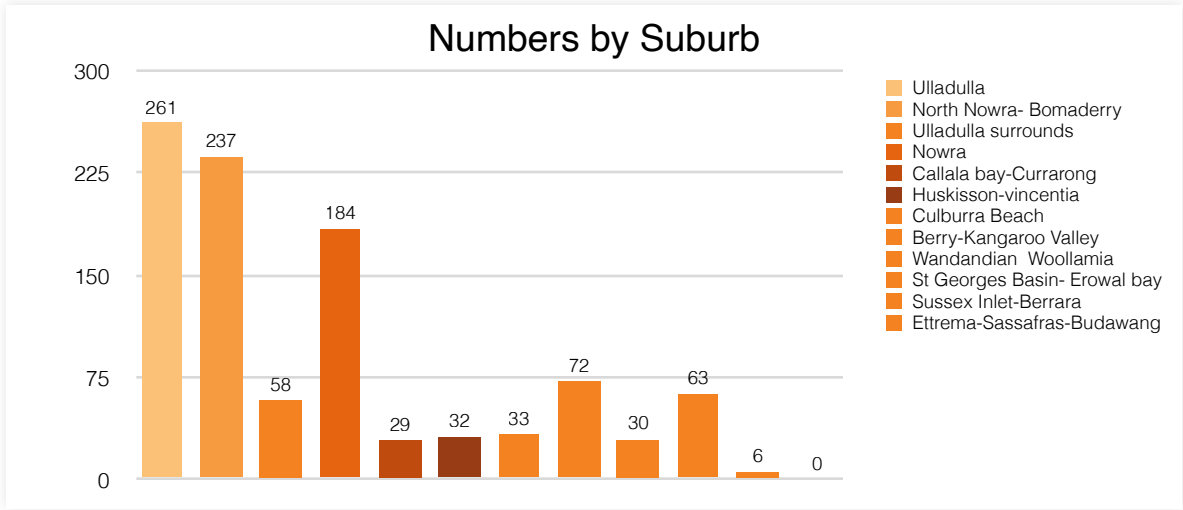
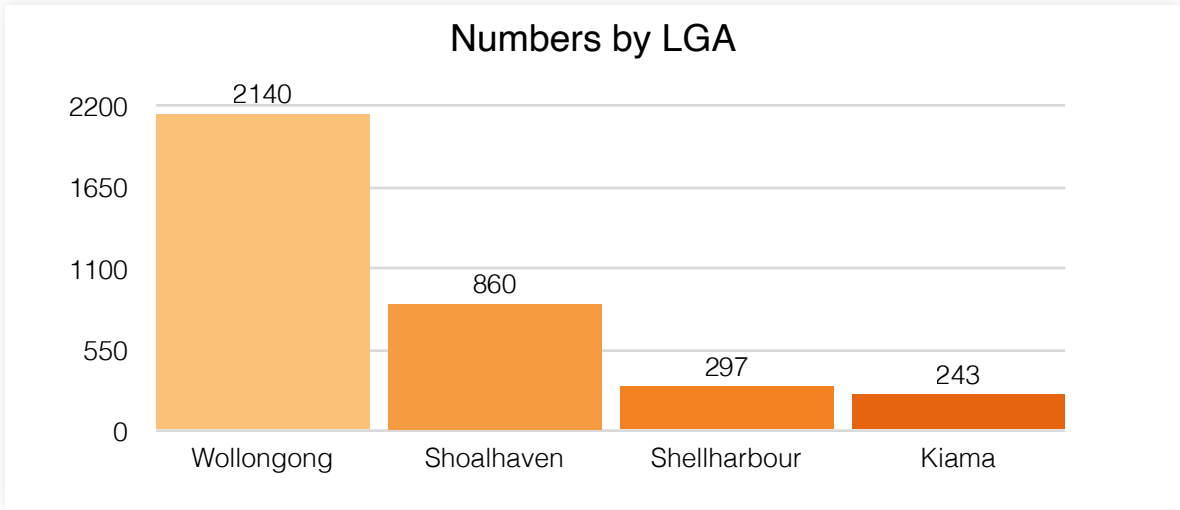
BARRIERS & OPPORTUNITIES

While SBA has successfully navigated the challenges of the pandemic and relocating to SISC, the strategic planning process identified key barriers to achieving our goals. These include access to facilities, the capacity of staff, coaches, and technical officials to deliver an increased range of activities, and the need for increased volunteer numbers. Target outcomes and actions to achieve these are laid out in [Appendix 1: 2024 Action Plan](#).

An expanded range of programs and activities is planned to drive growth for players of all ages, genders, and abilities in the coming years. SBA's female participation returned to pre-covid rates in 2023 and remains an area of focus for BNSW and SBA. Male participation remains strong across all age groups. The plan focuses on retention of players and attracting new players with a particular focus on women.



SBA's participation rates are on par with the rest of NSW which are estimated to double in the next 10 years to 150,000 across the state. The City of Wollongong has the highest membership numbers in the region, followed by Shoalhaven. Participation goals have been set for each year of the Strategic Plan.



Based on market profile and population growth, the Shoalhaven LGA has the potential to more than double in the plan period to approximately 2,000 members. SISC does not allow for this growth and a further 2-4 courts would be required in the LGA to cater for this demand and facilitate other indoor sport use.

Data in the tables above was compiled by BNSW using activexchange.org.

SBA Participation Goals 2024-2028	
2023	860
2024	1100
2025	1300
2026	1600
2027	1800
2028	2000

OUR PROGRAMS & COMPETITIONS

SBA provides programs and competition for every level of the game. We start with the entry level Tiger Cubs (3-5 year olds) and Aussie Hoops learn to play program (5 to 9 year olds). Both programs introduce young players to the basic skills of basketball in a fun and safe environment.

From there children move to our transition competition for U10s. Modified U10 games focus on teaching children the rules of the game and provide an opportunity for children to learn to play before moving to the U12 social competition.

SBA provides social basketball for U12 to U18. Targeted initiatives such as the U19 Boys competition and Girls Only Aussie Hoops program have been implemented to increase enjoyment and retention. Referees are provided for junior competition, volunteers coaches are predominantly parents of players, and parents are required to do score table for each game.



At the senior level we offer social competition for men and women, and Walking Basketball. Teams are rostered onto the score table in senior social competition and referees are provided from a pool of qualified Referees and Duty Referees.

It is our aim to provide a range of initiatives allowing everyone the opportunity to participate in the game of basketball. We support BNSW programs for a range of players including, women and girls, 'I am a Girl', Indigenous programs for children and youth, and iCALD programs for children from families with English as a second language.

We will continue to explore programs that build capacity in the association and support groups with lower participation to experience the game of basketball.

The Shoalhaven Tigers representative teams are selected at trials each year. The Junior Development Program (JDP) was introduced in 2023 and will be built out during the period of the plan. The JDP aims to give our players and coaches the necessary skills to perform successfully in basketball and life with an emphasis on sportsmanship, respect, responsibility, leadership, and teamwork.



SBA TEAMS PARTICIPATE IN THE FOLLOWING REPRESENTATIVE COMPETITIONS



Barrengarry Conference

A development competition giving Associations across southeast NSW a gateway into representative basketball. SBA enters both junior and senior teams.



Waratah Southern Junior League

A BNSW competition for strong competitive teams. SBA is in the Southern Junior League (SJL).



Waratah Junior Premier League (JPL)

A BNSW competition for strong, highly competitive teams from metro and country NSW. SBA enters teams in years where a suitable team exists and has identified entry at this level as a focus area.



John Martin Country Tournament

A June long weekend carnival for Country basketball associations with divisions from development to premier, held in various locations around NSW. SBA enters all our representative teams.



Waratah Under 20s

A bridging competition held early in the year to facilitate the transition from junior to senior Waratah League. SBA has identified entry in this competition as a focus area.



Waratah Senior League

A BNSW competition for strong, highly competitive teams from metro and country NSW. SBA enters teams in years where a suitable team exists and has identified entry at this level as a focus area.

CAPACITY BUILDING

Capacity building is crucial to sustainable development of the game beyond programs, training, and competition delivery. It involves providing development and support for coaches, referees, other technical roles, and volunteers. By elevating their roles, providing pathways, recruitment, and recognising them, we improve the quality of competitions and experience for everyone.

There has been a sharp decline in volunteerism across all sectors in Australia which has accelerated in recent years. The decline has a negative impact on our capacity as a volunteer-based community organisation. The strategic planning process focused on identifying gaps and effective solutions to support SBA's growth and member experience over the long term. The plan focuses on ensuring we have people with the right skillset to facilitate growth and progress on the development pathway for these roles.

The plan prioritises the identified components to ensure that our goals are impactful and sustainable. To achieve this, the plan begins by utilising available resources and building on the community's existing strengths.

We look forward to building capacity in the volunteer space and continuing to engage with members through the Advisory Sub-Committees, surveys, Board Town Hall meetings, fundraising activities, and celebration events. Social competition and the groups identified in the capacity building section will be a focus for community building activities.



STRATEGY AT A GLANCE



Governance and Strategy

Priority 1	SBA Board and governance structure aligned to operational priorities and all policies, procedures and by-laws up to date, published and centrally stored.
Priority 2	SBA maintains a productive and collaborative relationship with government stakeholders at all levels.
Priority 3	SBA has a strong inclusive value-based culture where everyone is welcome.

Community Basketball	Social Competition	Representative Basketball	Capacity Building
SBA provides structured and fun learn to play, entry level, skills development and community programs for people who are interested in basketball.	SBA provides social competition basketball from U12 to seniors with accredited referees and coaches.	SBA invests in the development of coaches, referees, and other critical volunteer roles to enable our professionally run competitions and expand our participation in representative leagues.	SBA invests in the development of coaches, referees, and other critical volunteer roles to enable our professionally run competitions and expand our participation in representative leagues.
Priority 4: Provide Tigers Cubs introductory program for 3-5 year olds to promote early engagement with basketball and build fundamental skills in an enjoyable environment.	Priority 10: Increase opportunity to play through multiple divisions.	Priority 14: Junior Representative teams representing in each age group, both male and female, from u12s with one team represented in each Division including JPL by 2027 season.	Priority 18: Provide a clearly defined and published Technical Officials and Coach pathway program including pay structure run by a part-time Development Officer.
Priority 5: Provide Aussie Hoops 4 terms per year capped at 20 children per court with qualified coaches and experienced co-ordinators to maximise the experience of participants.	Priority 11: Run girls only competition night with female coaches.	Priority 15: Youth League Representative teams in BNSW Waratah League Divisions 1 and 2 by 2028 for both men and women.	Priority 19: Green shirt program for referees to provide more opportunity and grow the pool of referees with a structured development and accreditation.
Priority 6: 'Girls Only' Aussie Hoops and Tigers Academy.	Priority 12: Expand local competition to multiple divisions and/or formats for both juniors and seniors with a coach on junior games and two (2) qualified referees on every game.	Priority 16: Senior Representative teams in BNSW Waratah Competition Divisions 1 and 2 by 2028 for both men and women.	Priority 20: Establish a referee mentoring team with a shared philosophy and techniques for referee instruction and support.
Priority 7: Expand Aussie Hoops and Tiger Cubs to the broader Shoalhaven region.	Priority 13: Keep participant costs for local competition in line with the market and include in budget process each year.	Priority 17: Junior and Senior development teams in both male and female in the Barrengarry Conference each year.	Priority 21: Establish a Technical Advisory Committee and a Coach Advisory Committee to underpin Technical Official and Coach development and accreditation.
Priority 8: Provide the U10 transition program from Aussie Hoops to U12 social competition.			Priority 22: Provide staff to support our operations and maximise opportunities, as allowed by income growth
Priority 9: Introduce Tigers Academy (U12 to U18) for skills training and development to improve fundamentals across all age groups.			

Marketing and Communication

Priority 23:	Provide timely, relevant, and effective communications to all our stakeholders through a variety of communication channels.
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Shoalhaven Basketball Association Strategic Plan 2024-2028.

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Thank you to the Tigers community for your input and to BNSW for guiding the process.

All photographs are property of SBA. Special thanks to Steve Foster, Lumi Swindlehurst, Tim Holland, and Greg Turner for your photography.



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Shoalhaven Indoor Sports Centre

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