

Governance and Strategy

Priority 1 :	SBA Board and government structure aligned to operational priorities and all policies, procedures and by-laws up to date, published and centrally stored.		
Priority 2 :	SBA maintains productive, collaborative relationships 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
<i>SBA provides structured and fun learning to play and entry and skills development programs for boys and girls who are interested in basketball</i>	<i>SBA provides social competition basketball from U12 to seniors with accredited referees and coaches</i>	<i>SBA invests in developing coaches, referees, and other critical volunteers to enable our professionally run competitions and expand our participation in representative leagues.</i>	<i>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,</i>
Priority 4: Provide the Tiger 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 each age group, both male and female, from u12s, with one team represented in each Division, including JPL by the 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 count, with qualified coaches and experienced coordinators to maximise the experience of participants.	Priority 11: Run a 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 opportunities 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 for junior games and two (2) qualified referees for every game.	Priority 16: Senior Representative teams in BNSW Waratah Competition Division 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 across the broader Shoalhaven region.	Priority 13: Keep participation costs for local competitions in line with market rates and include them in the annual budget process.	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 for Aussie Hoops to the 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.			
Communication			
Priority 23 :	Provide timely, relevant and effective communication to all our stakeholders through a variety of communication channels.		

Governance & Strategy	Target/Outcome	Actions	Start
Priority 1: SBA Board and government structure aligned to operational priorities and all policies, procedures and by-laws up to date, published and centrally stored.	1. Publish an agreed governance structure, including annual operational priorities and Strategic Plan actions each year.	1. Initial governance structure agreed and reviewed annually in February 2024-26 - The initial governance structure was established and formally adopted, with a commitment to an annual review each year to ensure it remains effective, relevant and aligned with the strategic direction of SBA.	Q1 2024
	2. Form a Finance & Audit Sub-Committee of two (2) Directors and a staff member to develop the operational budget for sign-off by the full Board and manage financial reporting, including end-of-year accounts.	2. Annual appointment of Director to the Finance & Audit Advisory Sub-Committee. 2025/26 - An annual appointment process was implemented to ensure Director representation on the Financial & Audit Advisory Sub-Committee. Also engaged East Coast Bookkeeping for transparency and changed from MYOB to Zero. This ensured strong financial oversight, governance and accountability within SBA.	Q3 2024
	3. Publish and keep policies, by-laws, procedures up to date on the website,	3. Publish the Strategic Plan and share operational priorities. 2024 - The SBA Strategic Plan was published and made accessible to members and stakeholders, with key operational priorities regularly communicated to provide clarity on the Association's focus areas and planned initiatives for 2025.	Q1 2024
	4. All Advisory Sub-Committees have clear Terms of Reference (ToR) based on a template, including	4. Request for participation in regular surveys at completion of programs and competitions to seek member feedback and bi-annual surveys to monitor progress and priorities. 2024 - Representative players, parents and team officials encouraged to participate in a survey following the season to gather feedback and identify opportunities for improvement.	Q1 2024
	5. Maintain staff appropriate for our income and member base, while proactively identifying opportunities to maximise growth with the creation of new positions to support the execution of the 2024-2028 Strategic Plan	5. Update the functionality of the website police page to be a publicly accessible register of policies and bylaws. 2025/26 - The functionality of the website's Policies page was updated to provide a publicly accessible register of SBA policies and bylaws, improving transparency and ensuring members and stakeholders can access important governance documents.	Q3 2024
		6. Establish a review timeline for SBA policies and by-laws and process to check link currency for BNSW and Basketball Australia policies and by-laws 2024-26 - A formal review of established SBA policies and bylaws completed to ensure governance documents remain current and relevant. Regular checks were also implemented to maintain the currency of links and references to relevant policies and bylaws for Basketball NSW and Basketball Australia. Policies included : • Fundraising Policy • Sponsorship Package • Representative Program and Policies • Referee Travel Assistance • Domestic Competition Policy • Representative Selection Policy	Q3 2024

		Domestic Policy	
		7. Identify the point at which staffing roles identified as necessary to support the plan become viable and actively manage the move towards these with a six-monthly review of income growth. 2024 - The SBA Board identified key staffing roles required to support the delivery of the Strategic Plan 2025/26 - The SBA Board reviewed the implemented process and continued to monitor the viability of additional staffing roles in line with SBA's financial capacity. At this stage, the introduction of these roles is not financially sustainable without an increase in fees or the identification of alternative revenue sources.	Q3 2024
		8. Define additional staff roles through a PD including core role and competencies with a focus on lifting the base skill level and enjoyment of all SBA participants 2025/26 - Additional staff roles were defined through the development of position description outlining core responsibilities and required competencies. These roles were designed with a focus on enhancing the skills, experience and enjoyment of all SBA participants while supporting the development of the Association.	Q3 2024
Priority 2 : SBA maintains a productive and collaborative relationship with government stakeholders at all levels	1. Allocate Director to Chair Facilities Portfolio and be responsible for the relationship with Shoalhaven City Council (SCC).	1. Annually identify and agree on an appropriate Director to Chair the Facilities Portfolio and liaise with SCC, 2024-26 - An appropriate Director was identified and appointed annually to the Facilities Portfolio and act as the primary liaison with SCC to support facility planning, advocacy and ongoing collaboration.	Q3 2024
	2. Ensure basketball is represented at SCC sports forums to improve the sport's visibility and influence.	2. The Board agree on annual priorities to work with SCC each year 2025/26 - The SBA Board annually identified and agreed on key priorities to progress in partnership with SCCC, ensuring a coordinated approach to facility development, advocacy and infrastructure planning.	Q1 2024
	3. A Director to meet regularly with local, State and Federal MPs to present our strategic plan and initiatives aligned to the MPs' local strategies and plans, and identify priority areas to seek support for funding.	3. Identify and agree on the appropriate Directors to build a relationship and communicate with the State and Federal Members. 2025/26 - The SBA Board identified and appointed appropriate Directors to establish and maintain relationships with State and Federal Members, ensuring regular communication and advocacy on matters relating to the growth, development and future need of SBA and its facilities.	Q2 2024
	4. Engagement and participation of politicians at all levels, with consistent invitations to events.	4. Maintain a list of local, state, and Federal politicians to invite to key events and ensure staff are included. 2025/26 - The SBA Board maintained knowledge of local, State and Federal politicians to ensure invitations were extended to key events, while also ensuring relevant staff and stakeholders were included to strengthen relationships and advocacy opportunities.	Q2 2024
		5. Build relationships with local, state, and Federal councillors and MP's with invitations to events each year, including Grand Finals, Representative Awards and end-of-year celebration week.	Q3 2024

		2025/26 - The SBA Board continues to build and strengthen relationships with local, State and Federal councillors and Members of Parliament by extending invitations to key events including Representative Awards and end-of-year celebrations. Further invites to Patricia White, Fiona Phillips and Andrew Constance to Board meetings to advocate opportunities for SBA.	
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Governance & Strategy	Target/Outcome	Actions	Start
		6. Send an annual end-of-year letter to the identified local politician with SBA highlights, thanking them for their support and inviting them to be involved in the following year.	Q4 2024
Priority 3 : SBA has a strong value-based culture where everyone is welcome	1. Appoint one (1) Director to oversee Member & Child Protection and disciplinary tribunals.	1. Identify and appoint a Director responsible for working with staff to ensure we always operate in a safe environment for all. 2024-26 - The SBA Board identified and appointed a Director responsible for working alongside staff to promote and maintain a safe, inclusive and supportive environment for all participants, ensuring compliance with relevant safeguards and risk management requirements.	Q3 2024
	2. Focus on driving a value-based culture by embedding our values across communications and ensuring both good and bad behaviour is recognised.	2. Communicate behavioural expectations to junior and senior participants at the beginning of each social season and in representative pre-season sessions for players and their families. 2025/26 - Behaviour expectations were communicated to junior and senior participants at the commencement of each domestic season and reinforced during representative pre-season sessions for players and their families, promoting a positive, respectful and inclusive basketball environment across SBA programs. These expectations were further reinforced throughout the season through regular social media posts, email communications and reminders to players, families and members.	Q2 2024
	3. Clearly communicate behaviour expectations and consequences whenever possible and appropriate.	3. Build storyboards with key stakeholders on how they can support the culture and recognise good behaviour and role models. 2025/26 - SBA worked with stakeholders to develop storyboards and communication material that highlighted how individuals could contribute to a positive culture within the Association. These initiatives promoted the recognition of good behaviour, sportsmanship and positive role models across all levels of participation.	Q3 2024
	4. Undertake bi-annual member survey and outline feedback surveys at the conclusion of each program and competition.	4. Evaluate survey responses and feedback through formal channels against operational capacity, implement improvements based on feedback and communicate these through appropriate channels.	Q3 2024
	5. Build storytelling that gives all stakeholders a voice and shows the culture at work.	5. Utilise social media channels to recognise and highlight actions that align with SBA's value-based culture. 2024-26 - SBA utilised its social media channels to recognise and celebrate individuals, teams and volunteers whose actions reflected the Association's values and culture. Posts highlighted examples of sportsmanship, respect, teamwork and community involvement, reinforcing SBA's value-based culture across all programs.	Q1 2024

		6. Re-introduce the Tigers Spirit Award to be given at the end of each season to players, coaches, referees, and volunteers for their positive cultural contributions. 2025/26 - Award was presented to a player, coach, referee or volunteer who demonstrated outstanding positive culture contributions and embodied SBA's values both on and off the court.	Q2 2024
		7. Introduce a system of behaviour warning cards as a consequence for negative sideline behaviour.	Q1 2024
		8. Hold an annual End of Year celebration week to provide an accessible, inclusive celebration for all members. 2024-26 - End of Year Celebration Week was established to provide an accessible and inclusive opportunity for all SBA members to come together and celebrate the achievements of the season. The initiative recognises players, coaches, referees, volunteers and families and reinforces a strong sense of community and belonging across the Association.	Q4 2024
Community Basketball	Target/Outcome	Actions	Start
Priority 4-9 : SBA provides structured and fun learning to play, entry level, skills development and community programs for people who are interested in basketball	1. Appoint one (1) Director to have oversight and drive community programs.	1. Annual appointment of Director to the Domestic Competitions & Community Basketball portfolio. 2024-26 - An appropriate Director was identified and appointed annually to oversee the Domestic Competition and Community Basketball portfolio, ensuring effective governance, strategic oversight and alignment with SBA's participation and community engagement objective.	Q3 2024
	2. Establish the Domestic Competition & Community Development Advisory Sub-Committee of one (1) Director and a maximum of five (5) members made up of SBA Director/s, staff and members.	2. Appoint Senior Coordinator for Aussie Hoops with defined PD and pay structure. 2025/26 - A Coordinator role for Aussie Hoops was introduced to Zoe's job description. The role was created to strengthen program delivery, improve participant experience and ensure consistent development pathways within the Aussie Hoops framework.	Q2 2024
	3. Work towards employing additional staff to support the achievements of SBA's strategic goal.	3. Appoint Aussie Hoops coaches with defined mini-PD and pay structure. 2025/26 - Aussie Hoops coaches were appointed with defined position descriptions and a structured remuneration framework to ensure consistency in program delivery, support coach development and enhance the experience for participants within the Aussie Hoops pathways.	Q2 2024
	4. Clearly define the Tiger Cubs and Aussie Hoops programs, including their key deliverables and how they develop lifelong basketballers.	4. Publish Aussie Hoops Co-ordinator and Coach PDs and pay structure on website.	Q2 2024
Priority 4-9: SBA provides structured and fun learning to play, entry-level, skills development and community programs for people who are interested in basketball	5. Nurture a team of Tiger Cubs and Aussie Hoops coaches who are empowered to deliver a quality program and support expansion.	5. Evaluate the impact of the Aussie Hoops Senior Co-ordinator role on the quality, consistency and growth of the program.	Q3 2024

Community Basketball	Target/Outcome	Actions	Start
	6. Run Aussie Hoops four (4) terms per year, capped at 20 participants per court, with a ratio of 10 participants per coach.	6. Develop a program and instigate the Tiger Cubs. 2024-26 - A new introductory development program, Tiger Cubs, was developed and implemented to provide a fun, inclusive and age-appropriate entry point into basketball. The program focuses on building fundamental movement skills, confidence and enjoyment of the game, while creating a positive first experience within the SBA pathway.	13 2024
	7. Deliver the U10S transition program from Aussie Hoops to U12 local competition year-round.	8. Identify a location to commence the Tiger Cubs and Aussie Hoops programs south of Nowra. 2025/26 - Vincentia was identified as a suitable area south of Nowra to expand access to Tiger Cubs and Aussie Hoops programs, increasing participation opportunities and improved geographic reach for families in the southern region. The SBA Board continues to review and consider additional suitable venues to support ongoing program delivery.	Q4 2024
	8. Introduce the 'Girls Only' Aussie Hoops program.	9. Reintroduce the U10S transition program 2025/26 - The U10s transition program was reintroduced to support players progressing into junior competition, focusing on skill development, game understanding and confidence building to ensure smoother transition into full team-based participation.	Q1 2024
	9. Expand Aussie Hoops and local competitions to the broader Shoalhaven region.	10. Explore the introduction of 'new player sessions' covering rules and fundamental skills at the beginning of each season.	Q1 2024
		11. Develop the Tiger Academy program, including Elite pathway, Prep for Rep and skills beyond Aussie Hoops. 2024-26 - The Tigers Academy program was developed to provide a structured development pathway for players within the domestic competition and those progressing beyond Aussie Hoops. Other programs including Elite and Prep for Rep training streams, offered extended skill development opportunities designed to improve player performance, support readiness for representative selection, and strengthen the SBA development pathway.	Q2 2024
Priority 4-9: Marketing and communications material for community basketball programs	1. Provide an easily accessible overview of the pathway and programs available on the website.	1. Create an illustration of the pathway through basketball from Tiger Cubs to representing beyond SBA, add it to the website and link from all relevant pages.	Q2 2024
	2. Maintain the current list of schools and childcare centres in the appropriate channels.	2. Check the currency of school and childcare lists at the beginning of each year. 2024-26 - The currency of school and childcare contact lists was reviewed at the beginning of each year to ensure information remained accurate and up to date, supporting effective communication and engagement with external partners.	Q1 2024
	3. Effectively promote each program through a range of appropriate channels.	3. Share member and participant stories and experiences on social media to encourage connection and engagement. 2024-26 - Stories and experiences were shared through social media channels to highlight personal journeys, celebrate achievements and	Q1 2024

		strengthen connection and engagement across the SBA community.	
	4. Proactively promote sign-up for the following term and progression to the next program or competition.	4. Celebrate the terms and programs' graduations in person and on social media using video, images and quotes. 2024-26 - Program graduations and term milestones were celebrated both in person and through social media, using a combination of video and images to recognise achievement, highlight progress and enhance engagement across the SBA community.	Q1 2024
	5. Celebrate milestones such as the start and finish of each program.	5. Provide the next step and incentives to sign up for next season. 2024-26 - Clear next steps were provided to participants at the conclusion of each program, along with incentives to encourage early registration for the following season. This approach supported continuity of participation, retention, and strengthened engagement across SBA programs, including initiatives such as "Summer Swish".	Q1 2024
Social Competition	Target/Outcome	Actions	Start
Priority 10-13: SBA provided social competition basketball from U12 to seniors with accredited referees and coaches	1. Appoint one (1) Director to have oversight and drive domestic comps and community building.	1. Annual appointments of a Director to the Domestic Competitions & Community Development Engagement portfolio. 2024-26 - An appropriate Director was appointed annually to oversee the Domestic Competitions and Community Development Engagement portfolio, providing governance oversight and supporting strategic direction across participation, community engagement and development initiatives.	Q3 2024
	2. Establish the Domestic Competitions & Community Development Advisory Sub-Committee of one (1) Director and a maximum of five (5) members made up of SBA Director/s, staff and members.	2. Explore re-organisation of competition nights to maximise participation opportunities and growth. 2024-26 - The re-organisation of competition nights was explored to maximise participation opportunities, improve scheduling efficiency and support continued growth across SBA programs. This review aimed to enhance accessibility for teams, optimise facility usage and better meet the needs of the basketball community.	Q2 2024
	3. Increase opportunity to play through multiple divisions for both junior and senior competitions.	3. Trial 2 divisions for U12 and U14 boys in the 2024 Winter Competition. 2025-26 - Two divisions were implemented for U14 and U16 Boys Competition, with the divisions being separated for finals to better support competitive balance, player development and fairer competition outcomes across the age groups.	Q2 2024
	4. Introduce 'Girls Only' competition night with female coaches and referees.	4. Identify suitable nights for Girls Only program. 2025-26 - Suitable competition nights were identified to support the delivery of a Girls Only program, ensuring accessible scheduling, maximising participation opportunities and creating a positive and inclusive environment for female participants.	Q3 2024
	5. Offer a diverse and inclusive range of basketball activities beyond 5v5 social comp, including Walking Basketball.	5. Identify locations to commence social competition or 3x3 south of Nowra 2026 - 3x3 basketball was successfully implemented at SISC, providing an additional participation pathway and increasing engagement opportunities within SBA programs. The Board is now exploring opportunities to expand delivery south of Nowra to further grow	Q3 2024

		participation and improve regional access.	
Social Competition	Target/Outcome	Actions	Start
	6. Provide two (2) referees on junior and senior games, plus a coach on all junior games.	6. Assess community interest and SBA capacity for Friday night 3x3 games.	Q3 2024
		7. Explore reintroduction of annual All Schools Carnivals for the public and provide primary and high schools.	Q3 2024
		8. Explore the introduction of the annual Masters event in 2025.	Q4 2024
Priority 10-13: Marketing and communications material for each local competition	1. Provide clear information on the website relating to social competition.	1. Review website content relating to registration and social comps to identify possible improvements. 2024-26- Website content relating to registrations and social competitions was reviewed to identify opportunities for improvement, with a focus on enhancing clarity, usability and accessibility of information for members and participants. This review aimed to improve the overall user experience and support increased engagement and participation in SBA programs.	Q3 2024
	2. Effectively promote programs and social competitions to strategically maximise growth opportunities.	2. Develop a campaign and a budget to promote the 2024 senior Winter Season 2026 - Board discussions were held regarding the need for a dedicated domestic budget to support the promotion of the senior competition. From this a marketing campaign can be designed to increase awareness, drive registrations and strengthen engagement across the senior competition through coordinated promotional activity.	Q1 2024
	3.Promote each comp and share positive stories through social media.	3. Review competition By-Laws and add to the website. 2024-26 - The Competition By-Laws were reviewed and updated to ensure they remained current and aligned with operational requirements. The revised By-Laws were then published on the SBA website to improve transparency and provide easy access for members, participants and stakeholders.	Q1 2024
	4. Proactively promote sign-up for the following session and explain progression to the next age group.	4. Keep members informed and share photos of a range of players and games to increase encouragement. 2024-26 - Members were kept informed through regular communication channels, with photos shared across a range of players, teams and games to highlight participation, celebrate involvement and encourage greater engagement across SBA programs.	Q1 2024
	5. Celebrate milestones such as the start and finish of each season, mid-season ladder, player stats, etc.	5. Celebrate the comps by publishing the end-of-season wrap and winners with photos and awards on social and web. 2024-26 - Competitions were celebrated through the publication of end-of-season wrap-ups, including recognition of winners and award recipients. These were shared across social media and the SBA website, supported by photos and highlights to acknowledge achievement and promote engagement across the basketball community.	Q1 2024
		6. Continue to celebrate members through stories and recognition throughout	Q1 2024

		the year. 2024-26 - Members were continuously celebrated throughout the year through stories, recognition and highlights shared across communication channels. This ongoing approach acknowledged achievements, contributions and milestones across players, coaches, referees, volunteers and families, reinforcing a strong and connected SBA community.	
		7. Actively promote Walking Basketball as a low-impact, accessible basketball activity. 2025/26 - Walking Basketball was discontinued due to low participant numbers and ongoing financial viability challenges, with resources redirected to programs demonstrating stronger demand and sustainable participation levels.	Q1 2024
Representative Competition	Target/Outcome	Actions	Start
Priority 14-17: SBA provides representative competition basketball through BNSW-run leagues and the Barrengarry Conference from U12 to Seniors	1. Allocate one (1) Director to have oversight of the Representative portfolio.	1. Annual appointment of a Director to the Representative portfolio. 2024-26 - An appropriate Director was appointed annually to oversee the Representative portfolio, providing governance oversight and strategic direction to support the performance, development and operational delivery of representative programs.	Q3 2024
	2. Establish the Representative Advisory Sub-Committee of one (1) Director and a maximum of five (5) members made up of SBA Director/s, staff and members.	2. Increased representative coach participation at BNSW camps, clinics and competitions for broader exposure and professional development throughout the year, with review held after the rep season. 2024-26 - SBA provided opportunities for representative coaches to attend Basketball NSW camps, clinics and competitions to support broader exposure and ongoing professional development throughout the year. Participation and outcomes were reviewed following the representative season to inform future coaching development pathways.	Q1 2024
	3. Increased awareness of representative basketball among social comp players	3. Proactively seek and engage potential new players for representative teams throughout the year and provide opportunities to build fundamental skills required, with a focus on the skills matrix for each age group. 2025/26 - SBA proactively sought and engaged potential new players for representative teams throughout the year, providing opportunities to develop fundamental skills aligned to age-specific skill matrices. This approach supported talent identification, skill development and readiness for progression into representative pathways.	Q1 2024
	4. Increased contribution and participation of representative players in the Tigers community.	4. Hold an annual Intro to Rep session for all members before trials. 2024-26 - An annual "Intro to Representative Basketball" session was held for all members following trials, providing clear information on expectations, selection processes and commitment requirements, and supporting understanding of the representative pathway.	Q3 2024
	5. Provide development opportunities to lift the skill base of our players through the Tigers Academy and Prep for Rep.	5. Hold mandatory annual Parent & Player session for selected players and their families to increase player retention through increased understanding and explicit cultural expectations.	Q4 2024

		2025/26 - A mandatory annual Parent & Player session was held following trials for selected representative players and their families to strengthen understanding of program expectations, reinforce cultural standards and support improved player retention through clear communication of behaviours, commitments and values.	
Representative Competition	Target/Outcome	Actions	Start
	6. Increase coach collaboration opportunities and foster the program approach for knowledge sharing and succession planning.	6. Allocate the strongest, most experienced coaches to younger age groups (U12 & U14) and girls teams to build solid foundational skills. 2025/26 - The allocation of the strongest and most experienced coaches to U12 and U14 age groups and girls teams was considered by the Board to strengthen foundational skill development and support consistent coaching standards. However, this approach is not always feasible due to the regional association model, where many coaches are volunteers and family members of participants, resulting in limitations in available coaching resources.	Q3 2024
	7. Instigate a development program for U18G and women	7. Continue to strongly encourage player participation in BNSW skill development opportunities and trials. 2024-26 - SBA continued to strongly encourage player participation in Basketball NSW skill development opportunities and trials, supporting pathways for progression, talent identification and ongoing skill enhancement.	Q1 2024
	8. Enter teams in all senior representative competitions - U20S, Waratah League and Barrengarry Conference.	8. Proactively establish teams to participate in the January 2025 Waratah U20S competition to retain more athletes graduating from Juniors. 2025/26 - A male team was proactively established to participate in the 2025 & 26 Waratah Youth competition to support athlete retention following junior graduation, providing a continued development and competitive pathway for emerging senior male players. A female team was also considered; however, player numbers were not sufficient to support entry at that time. In response, a senior women's team was established for 2026 to strengthen female participation and provide an ongoing senior pathway.	Q3 2024
	9. Aim to have enough depth in seniors to have NBL 1 East teams in 2028	9. Identify and agree on the requirements of community contributions expected from representative players and include them in the Rep Player Handbook. 2025/26 - The requirements for community contributions expected from representative players were identified and agreed upon, and incorporated into the Representative Player Handbook. This ensured clear expectations around player responsibility, engagement and contribution to the broader SBA community.	Q2 2024
		10. Identify an alternative venue for representative training outside of SISC. 2025/26 - An alternative venue for representative training, including local high schools, was identified to supplement access to SISC, supporting increased training capacity, scheduling flexibility and continuity of representative program delivery.	Q3 2024

Representative Competition	Target/Outcome	Actions	Start
Priority 14-17: Marketing and communication material for representative basketball	1. Provide clear information on the website depicting the SBA pathway and BNSW pathway	1. Create a 1-2 page pathway document, publish on website with annual review for currency.	Q2 2024
	2. Promote awareness of the rep program throughout SBA	2. Update presentations for use annually - Intro to Rep, Coach Introduction and mandatory Player & Family session. 2025/26 - Key presentation materials were updated for annual use, including the Intro to Representative Basketball session, Coach Introduction presentation and mandatory Player & Family session. These updates ensured consistency of messaging, clarity of expectations and alignment with SBA's representative program values and processes.	Q3 2024
	3. Conduct annual Intro to Rep session before trials and annual Coach Induction, Manager Induction and mandatory Parent & Player sessions explicitly stating the honour of being selected, commitment requirements, and behavioural expectations.	3. Share EOIs for coaches, referees and managers, followed by announcements of coach and team selections. 2025/26 - Expressions of Interest (EOIs) were distributed for coaches, referees and team managers, followed by the formal announcement of coach appointments and team selections. This process supported transparency, engagement and timely communication across the representative program.	Q3 2024
	4. Maintain an outline of intent for all competitions as outlined in this plan, with milestones relating to all stakeholders (coaches, referees and athletes) to inform actions and timelines over the next 5 years.	4. Keep members informed and share photos and updates showcasing a range of players and games to increase engagement and raise awareness of the rep program 2025/26 - Members were kept informed through regular communication channels, with photos and updates shared across a range of players and games to increase engagement, celebrate participation and raise awareness of the representative program within the SBA community.	Q1 2024
		5. Promote upcoming home games and BNSW rounds to raise awareness of the rep pathway. 2025/26 - Upcoming home games and Basketball NSW (BNSW) rounds were actively promoted to increase visibility of the representative program and strengthen awareness of the representative pathway within the SBA community.	Q1 2024
		6. Continue to celebrate through stories and recognition during the season 2025/26 - Members were kept informed through regular communication channels, with photos and updates shared across a range of players and games to increase engagement, celebrate participation and raise awareness of the representative program within the SBA community. This approach also required careful communication management in response to feedback and occasional perceptions of an overemphasis on representative basketball.	Q3 2024
		7. Develop an outline of intent for re comps and publish on websites.	Q4 2024

Capacity Building	Target/Outcome	Actions	Start
Priority 18-21: 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	1. Allocate one (1) Director to have oversight of the Coaching portfolio and one (1) Director to have oversight of the Technical Officials portfolio.	1. Annual appointment of a Director to the Coaching portfolio 2024-26 - An appropriate Director was appointed annually to oversee the Coaching portfolio, providing governance oversight and strategic direction to support coach development, education and performance across SBA programs.	Q3 2024
	2. Establish the Coaching Advisory Sub-Committee of one (1) Director and a maximum of five (5) members made up of SBA Director/s, staff and members.	2. Annual appointment of a Director to the Technical Officials portfolio. 2024-26 - An appropriate Director was appointed annually to oversee the Technical Officials portfolio, providing governance oversight and strategic direction to support the development, retention and performance of referees and other technical officials across SBA programs.	Q3 2024
	3. Establish the Technical Officials Sub-Committee of one (1) Director and a maximum of five (5) members made up of SBA Director/s, staff and members.	3. Publish a coaching pathway document with recommended activities for progression through SBA, BNSW and beyond.	Q2 2024
	4. Establish the Technical Officials Sub-Committee of one (1) Director and a maximum of five (5) members made up of SBA Director/s, staff and members.	4. Publish a technical officials pathway including SBA, BNSW and beyond.	Q2 2024
	5. Continue to deliver a comprehensive and supportive Green Shift program for trainee referees with balanced gender participation.	5. Define RDO role through a PD, including core role and competencies, pay, education and mentoring and referee supervision with annual KPs. 2024-26 - The RDO role is aligned with BNSW frameworks to ensure consistency in expectations and standards. Expectations of the RDO is to guide performance, accountability and ongoing development of referees within SBA programs.	Q3 2024
	6. Facilitate a qualified referee mentoring team with a shared philosophy and techniques for referees with balanced gender participation.	6. Identify suitable referees to expand the referee mentor group by attending training and engaging with junior referees and Duty referees. 2025/26 - Suitable referees were identified to expand the referee mentor group, providing opportunities to attend training and actively engage with junior referees and duty referees. This supported the development of emerging officials and strengthened overall referee capability within SBA programs.	Q3 2024
	7. Maintain domestic referee pay rates in line with market rates to retain qualified referees, including in the budget process each year, aligned to cash flow.	7. Recruit green shift referees, capped at 10 per season, with regular evaluation and progress updates supporting a timely graduation to stripes. 2025/26 - Green Shift referees were recruited, with an intended cap of 10 per season, supported by regular evaluation and progress monitoring. While the cap was exceeded due to increased interest, the structure continued to provide feedback, development opportunities and a clear pathway toward progression to striped refereeing roles.	Q2 2024
	8. Offer a competitive financial incentive that is viable within the SBA budget to enable and encourage referees to travel for representative events.	8. Hold regular referee education and training, including a Level 1 course for representative players after selection. 2024-26 - Referee education and training sessions were conducted to support ongoing development and consistency of officiating standards. This included the delivery of a Level 1 referee course for selected	Q1 2024

		representative players following team selection, providing additional development pathways and strengthening the referee workforce within SBA programs.	
Capacity Building	Target/Outcome	Actions	Start
	9. Foster a network of connected and supportive coaches committed to the JDP and its outcome, including a consistent style of play and skill level from U12 to seniors.	9. Proactively recruit senior referees and provide opportunities for Duty Referees to be graded. 2024-26 - Senior referees were proactively recruited, with structured opportunities provided for Duty Referees to be assessed and graded. This supported the development of officiating pathways, improved retention, and strengthened the overall referee workforce within SBA programs.	Q2 2024
	10. Develop Player Skills Matrix appropriate for SBA's player base to evaluate the skill base of rep teams and identify training focus areas for pre-season and in-season skill development, and to guide ongoing development of skill base in our social comps through Tigers Academy.	10. Hold an annual referee celebration event. 2024 - An annual referee celebration event was held to recognise the contributions, commitment and achievements of referees across SBA programs 2025 - An annual referee celebration event was held in conjunction with the representative program celebration to recognise the contributions, commitment and achievements of referees across SBA programs. This combined approach strengthened engagement and acknowledged officiating alongside broader representative success.	Q3 2024
	11. Provide resources and coach development opportunities to underpin the JDP and embed a consistent SBA style of play from U12 to seniors.	11. Review Representative Referee Travel Policy with bi-annual review prior to call for representative referees each season, published to the website. 2024-26 - The Representative Referee Travel Policy was reviewed on a annual basis for the representative season. The updated policy was then published on the SBA website to ensure transparency, consistency and accessibility for all stakeholders.	Q1 2024
	12. Offer an end-of-rep season stipend to Head Coaches that is viable within the SBA budget, with a view to expanding to Assistant Coaches in the future	12. Schedule regular coach gatherings for domestic and representative coaches and anyone interested in coaching, to establish the Shoalhaven JDP style of play and provide professional development. 2024-26 - A number of coach gatherings were scheduled for domestic and representative coaches, as well as individuals interested in coaching, to support the development and alignment of the Shoalhaven JDP style of play. These sessions provided ongoing professional development opportunities to enhance coaching knowledge, consistency and engagement across SBA programs.	Q1 2024
	13. Support SBA's domestic and representative games with a community of qualified Score Table Officials and Statisticians.	13. Review and document the 2024 coach recruitment process for continuity in engaging holistic coaches aligned with the Tiger JDP 2024 - The 2024 coach recruitment process was reviewed to support continuity in identifying and engaging holistic coaches aligned with the Tiger JDP philosophy. This ensured consistency in selection criteria, expectations and development pathways for coaching staff.	Q1 2024
	14. Attract and retain sponsors at the Association level to increase capacity and support operations across SBA.	14. Disseminate the SBA Skills Matrix with input from all representative coaches and review biannually. 2025/26 - The SBA Skills Matrix was developed and disseminated with	Q2 2024

		input from all representative coaches, ensuring alignment across programs and age groups. The document was reviewed on a biannual basis to maintain relevance, consistency and ongoing improvement in player development expectations.	
Capacity Building	Target/Outcome	Actions	Start
	15. Increase volunteer numbers and improve retention.	15. Review representative coaching end-of-season stipend annually in line with SBA budget and publish any updates on the website. 2024/25 - The representative coaching end-of-season stipend was reviewed annually in line with the SBA budget.	Q1 2024
		16. Promote opportunities to build skills and contribute to the community as score table officials and statisticians to create a pool of qualified volunteers. 2025/26 - Opportunities were promoted for members to develop skills and contribute to the community as score table officials and statisticians, supporting the development of a qualified volunteer pool to assist with competition delivery and game-day operations.	Q4 2024
Priority 18-22: Marketing and communication material for capacity building	1. Maintain the 'Get involved' section of the website with relevant information for coaches, referees, score table officials, and statisticians.	1. Review the 'Get Involved' section of the website for currency and to identify improvements.	Q3 2024
	2. Effectively promote entry point opportunities and elevate the social standing of coaches, referees and officials in the SBA community.	2. Keep members informed and share photos and updates showcasing a range of activities to increase engagement and raise awareness of how they can be involved at SBA. 2025 - SBASTaff and Board kept members informed through email and social media platforms. By sharing photos, updates and stories from a diverse range of activities and events, the staff and Board increased member engagement and raised awareness of the many opportunities available to become involved within SBA.	Q1 2024
	3. Share positive stories and celebrate professional development and progress on the pathway at SBA and beyond through appropriate channels.	3. Celebrate our community and the volunteer roles available with stories and recognition. 2025 - The SBA Board celebrated and recognised members of the SBA community through stories, achievements and volunteer spotlights, while promoting the many volunteer roles available to encourage greater participation and engagement.	Q1 2024
	4. Recognise coaches, referees, score table and volunteers throughout the year through appropriate channels.	4. Celebrate the graduation from the green shift to stripes and the qualifications gained. 2024-26 - The graduation of referees from Green Shift to striped officiating was formally celebrated, recognising the qualifications achieved and progression milestones. This reinforced the development pathway and acknowledged the commitment and growth of emerging officials within SBA programs.	Q1 2024
	5. Provide a clear outline of intent for the transition to the JDP and program approach to coaching and skill development with milestones for each step, using this to inform actions and timelines over the next 5 years.	5. Communicate the importance of Score Table Officials and Statisticians to supporting our long-term representative goals. 2025/26 - The importance of Score Table Officials was communicated as a key component in supporting SBA's long-term representative goals, highlighting their role in ensuring accurate game management,	Q2 2024

	competition integrity and overall program success.	
6. Develop an outline of intent for growing our volunteer base with milestones for each step to be realised, including information and timelines over the next 5 years.	6. Publish the names of nominees and recipients to relevant domestic and representative awards. 2024/25 - The names of nominees and recipients for relevant domestic and representative awards were published to recognise achievement, promote transparency and celebrate contributions across SBA programs.	Q3 2024
7. Produce a compelling sponsor engagement pack covering association-level and representative sponsorship opportunities.	7. Implement a digital channel for coach and referee communication to support open discussion and shared learning, and share information from SBA without relying on email. 2024-26 - The Heja platform was implemented as a digital communication channel for coaches and referees to support open discussion, collaboration and shared learning. It also enabled timely distribution of SBA information, reducing reliance on email and improving accessibility and engagement.	Q4 2024
	8. Develop and publish an outline of intent to implement and transition to JDP.	Q3 2024
	9. Develop and publish an outline of intent to implement growth and publish it to the website.	Q3 2024
	10. Survey volunteers for feedback on their experiences	Q3 2024
	11. Review the sponsor pack in line with the strategic goal, and review annually. 2025/26 - The sponsor pack was reviewed and aligned with SBA's strategic goals, ensuring it effectively communicated value, engagement opportunities and organisational priorities to current and prospective sponsors. The pack is reviewed annually to maintain relevance, clarity and alignment with strategic direction.	Q3 2024
	12. Allocate one person (staff or volunteer) responsible for sponsorship and managing the delivery of the sponsorship pack commitment 2025/26 - An identified Board and staff member was allocated responsibility for sponsorship coordination, including oversight of the sponsorship pack and management of all sponsorship deliverables. This ensured consistent delivery of commitments, improved communication with sponsors and strengthened relationship management.	Q1 2025
	13. Develop a comms plan to engage and connect with sponsors for ongoing support, including inviting sponsors to key events and end-of-season feedback sessions. 2025/26 - Sponsor communication was maintained to support ongoing engagement and relationship management, including regular updates on social media and invitations to key SBA events, to strengthen connection and recognition.	Q2 2024

Marketing & Comms	Target/Outcome	Actions	Start
Priority 23 : Provide timely, relevant and effective communication to all our stakeholders through a variety of communication channels.	1. Allocate one (1) Director to have oversight of the Communication & Member Engagement portfolio.	1. Develop a social media cheat sheet with guidance on the kind of content that can be shared to support the Strategic Plan outcome	Q2 2024
	2. Maintain a Communication Matrix that clearly identifies the type of information SBA will share and through which channels.	2. Develop a Communication Matrix and share on the website.	Q2 2024
	3. Utilise a suite of digital tools to increase efficiency and collaborate with producing marketing and communication material.	3. Continue to use Canva, Asana, Flickr and Tidy HQ for increased efficiency and streamlined collaboration. 2024-26 - Canva and Flickr was continued as the primary platform to support efficient design, communication and collaboration across SBA operations.	Q1 2024
	4. Establish a volunteer content creation team to produce relevant and engaging content for social media	4. Seek volunteer content creators and photographers with an annual agreement and clear delivery expectations.	Q1 2024
	5. Create a different look and feel for SBA communications opening of registrations, celebrations and storytelling across all basketball activities (programs, domestic, rep, Board comms)	5. Continue to forward plan social media posts to highlight all aspects of SBA's activities and inform the Shoalhaven basketball community while also managing staff and volunteer capacity. 2024-26 - Forward planning of social media content was maintained using Meta Business Suite to schedule posts highlighting all aspects of SBA's activities, inform the Shoalhaven basketball community and support engagement across programs, while also managing staff and volunteer capacity and workload.	Q1 2024
	6. Maintain a live, current website that is reviewed and adjusted regularly in line with current standards and community expectations..	6. Review the website prior to each term for the currency of information relating to competitions and programs. 2024-26 - The SBA website was reviewed prior to each term to ensure the currency and accuracy of information relating to competitions and programs, maintaining clear and up-to-date communication for members and stakeholders.	Q1 2024
	7. Maintain a suite of images for promotion and storytelling with the help of volunteer photographers from the community.	7. Review and update photo galleries on website. 2024-26 - Photo galleries on the SBA website were regularly reviewed and updated to ensure content remained current, relevant and reflective of competitions, programs and community engagement activities	Q2 2024
	8. Maintain positive, safe and welcoming social media channels where behavioural expectations are enforced.	8. Review website customer journey and ease of access to rego information to identify possible improvements.	Q2 2024
	9. Curate social media channels that are reflective of SBA's diverse and dynamic community and activities.	9. Engage a web developer to make adjustments to the website in support of the strategic plan and rebrand.	Q2 2024
		10. Reshare Basketball Australia Member Protection Policy, which covers social media and pins to the Facebook page. 2024-26 - The Basketball Australia Member Protection Policy, including provisions relating to social media conduct, was reshared and pinned to the SBA Facebook page to ensure ongoing visibility, awareness and	Q2 2024

		adherence across the basketball community.	
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