



Strategic Plan 2024-2028

2026 Action Plan

This Action Plan supports the Shoalhaven Basketball Association [2024-2028 Strategic Plan](#). It is a bridging document covering the period July-December 2026, prioritising a focused set of actions to stabilise the Association following a significant financial loss and declining membership through 2025.

Rather than a full annual plan, this document reflects the incoming Board's realistic capacity as it works to resolve these challenges. A complete Action Plan, informed by diagnostic review and a Board planning day, will follow for 2027.

The Strategic Plan was developed with input from SBA's community. The Board reports against it at the mid-year AGM and publishes an updated Action Plan annually, identifying actions for the year ahead. The SBA Board, SBA staff, Advisory Sub-Committee members, and other volunteers will carry out these actions.

The **Target/Outcome** column identifies where SBA aims to be by the end of 2028 and remains consistent with the Strategic Plan. The **Action** column identifies actions to be undertaken in the current period. The **Start** column identifies the quarter when the identified action is scheduled to begin. Not every 2028 target has an associated action in any given year. Some actions are longer term and will be actioned in future years, dependent on progress. The absence of a related action does not remove an action from the strategic direction.

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 provides pathway opportunities for teams to participate in representative competitions at all levels.	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 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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Governance & Strategy	Target/Outcome	Action	Start
Priority 1: SBA board and governance structure aligns to our operational priorities and all policies, procedures and by-laws kept up to date, published and centrally stored	1. Publish agreed governance structure including annual operational priorities and Strategic Plan actions each year.	1. Publish 2026 Action Plan and share operational priorities.	Q3 2026
	2. Form a Finance & Audit Advisory Sub-Committee of two (2) Directors and a staff member annually in Q3 to build the operational budget for sign off by the full Board and manage financial reporting including end of year accounts.	2. Review 2025 financial result to identify drivers of the \$81,000 loss and report findings to the Board.	Q3 2026
	3. Publish and keep policies, by-laws, procedures up to date on the website.	3. Prepare 2027 operating budget informed by 2025/26 financial review.	Q3 2026
	4. All Advisory Sub-Committees have clear Terms of Reference (ToR) based on a template including scope of the committee and decision power.	4. Review membership trends across all programs to identify key drivers of decline, informing program reviews and the 2027 planning process	Q3 2026
	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. Establishment of a shared digital workspace and storage environment to centralise Board records, policies, and communications, supporting continuity and efficiency across current and future Boards.	Q4 2026
		5. Review current staffing levels against the 2025/26 financial position and 2027 budget, and report findings and recommendations to the Board.	Q4 2026
		6. Lay the foundation for grant readiness by identifying suitable projects, upcoming grants, and evidence.	Q3 2026

Governance & Strategy	Target/Outcome	Actions	Start
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 relationship with Shoalhaven City Council (SCC) annually following AGM.	1. Set meeting with SCC and regional government representatives to discuss current issues and identify solutions.	Q3 2026
	2. Ensure basketball has representation at SCC sports forums to improve visibility and influence of the sport.	2. Invite local, state and federal councillors and MPs to the Representative Presentation and EOY Celebration.	Q3 2026
	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. Map annual opportunities to engage with local, state, and federal councillors and MPs and identified local politicians.	Q4 2026
	4. Engagement and participation of politicians at all levels with consistent invitations to events.		
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 annually following AGM.	1. Roll out Respect the Game campaign.	Q4 2026
	2. Focus on driving a value-based culture by embedding our values across communications, and ensuring both good and bad behaviour is recognised.		
	3. Clearly communicate behavioural expectations and consequences whenever possible and appropriate.		

Priority 3: SBA has a strong value-based culture where everyone is welcome	4. Undertake bi-annual member survey and online feedback surveys at the conclusion of each program and competition.		
	5. Build storytelling where all stakeholders have a voice and show the culture at work.		

Community Basketball	Target/Outcome	Actions	Timeframe
Priorities 4-9: SBA provides structured and fun learn 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 annually following AGM.	1. EOI Domestic & Community Development Advisory Sub-Committee.	Q3 2026
	2. Establish the Domestic Competitions & Community Development Advisory Sub-Committee of one (1) Director, and maximum of five (5) members made up of SBA Director/s, staff, and members.	2. Assign Director to conduct Aussie Hoops program review, and report back to the board with current position and recommendations.	Q3 2026
	3. Work toward employing additional staff to support the achievement of SBA's strategic goals.	3. Assign Director to conduct Tiger Cubs program review, and report back to the board with current position and recommendations.	Q3 2026
	4. Clearly define the Tiger Cubs and Aussie Hoops programs, including key deliverables and how they create life long basketballers.	4. Identify location to commence Tiger Cubs and Aussie Hoops programs south of Nowra in 2027.	Q4 2026
	5. Nurture a team of Tiger Cubs and Aussie Hoops coaches who are empowered to deliver a quality program and support expansion.	5. Assign Director to conduct Tigers Academy program review, and report back to the board with current position and recommendations.	Q3 2026
	6. Run Aussie Hoops four (4) terms per year capped at 20 participants per court with a ratio of 10 participants per coach.	6. Explore initiatives to skill up new and beginning players across rules and fundamental skills.	Q4 2026
	7. Deliver U10s transition program from Aussie Hoops to U12 local competition year round.		
	8. Introduce 'Girls Only' Aussie Hoops program.		
	9. Expand Aussie Hoops and local competition to the broader Shoalhaven region.		

Community Basketball	Target/Outcome	Actions	Start
Priorities 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 visual pathway through basketball from Tiger Cubs to representing beyond SBA, add it to the website, and link from all relevant pages.	Q4 2026
	2. Maintain current list of schools and childcare centres to promote programs.		
	3. Effectively promote each program through a range of appropriate channels.		
	4. Proactively promote sign up for the following term and progression to the next program or competition.		
	5. Celebrate milestone such as start and finish of each program/term.		

Social Competition	Target/Outcome	Actions	Start
Priorities 10-13: SBA provides 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. Assign Director to conduct domestic competition review, and report back to the board with current position and recommendations.	Q3 2026
	2. Establish the Domestic Competitions & Community Development Advisory Sub-Committee of one (1) Director, and maximum of five (5) members made up of SBA Director/s, staff, and members annually in Q3.	2. Identify opportunities for alternate competition formats in 2027.	Q4 2026
	3. Increase opportunity to play through multiple divisions for both junior and senior competitions.		
	4. Introduce Girls Only competition night with female coaches and referees.		

	5. Offer a diverse and inclusive range of basketball activities beyond 5v5 social comp, including Walking Basketball.		
	6. Provide two (2) referees on junior and senior games plus a coach on all junior games.		
Social Competition	Target/Outcome	Actions	Start
Priorities 10-13: Marketing and communications material for each local competition	1. Provide clear information on the website relating to social competition.		
	2. Effectively promote programs and social competitions to strategically maximise growth opportunities.		
	3. Promote each comp and share positive stories through social media.		
	4. Proactively promote sign up for the following season and explain progression to the next age group.		
	5. Celebrate milestones such as start and finish of each season, mid-season ladder, player stats etc.		

Representative Competition	Target/Outcome	Actions	Start
Priorities 14-17: SBA provides representative competition basketball through BNSW run leagues and the Barrengarry	1. Allocate one (1) Director to have oversight of the Representative portfolio annually following AGM.	1. Hold Coach EOI and representative trials within the timeframe specified by BNSW.	Q3 2026
	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 annually in Q3.	2. Schedule and deliver Prep for Rep sessions.	Q3 2026

Conference from U12 to Seniors	3. Increase awareness of representative basketball among social comp players.	3. EOI for Representative Referees to support nomination of teams in 2027 season.	Q4 2026
	4. Increase contribution and participation of representative players in the Tigers community.	4. BNSW Accreditation Pathway session and skill development session for all coaches prior to trials.	Q3 2026
	5. Provide development opportunities to lift the skill base of our players through the Tigers Academy and Prep for Rep.		
	6. Increase coach collaboration opportunities and foster the program approach for knowledge sharing and succession planning.		
	7. Instigate a development program for U18G and women.		
	8. Enter teams in all senior representative competitions - U20s, Waratah League, and Barrengarry Conference.		
	9. Aim to have enough depth in seniors to have NBL1 East teams in 2028.		

Representative Competition	Target/Outcome	Actions	Start
Priorities 14-17: Marketing and communications material for representative basketball	1. Provide clear information on the website depicting the SBA pathway and BNSW pathway.	1. Communicate 2027 representative season information.	Q3 2026
	2. Promote awareness of the rep program throughout SBA.	2. Notify representative players and coaches of BNSW HPP trials and skill development opportunities.	Ongoing
	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 required, and behaviour expectations.		

	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.		
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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. Support coaches and technical officials to transition to updated BNSW Accreditation Framework.	Q3 2026
	2. Establish the Coaching Advisory Sub-Committee of one (1) Director, and maximum of five (5) members made up of SBA Director/s, staff, and members.	2. Publish a coaching pathway document with recommended activities for progression through SBA, BNSW, and beyond.	Q4 2026
	3. Establish the Technical Officials Advisory Sub-Committee of one (1) Director, and maximum of five (5) members made up of SBA Director/s, staff, and members.	3. Publish a technical officials pathway including SBA, BNSW, and beyond.	Q3 2026
	4. Work toward a part-time Referee Development Officer (RDO) by 2026.	4. Assign Director to lead referee program review across at junior, senior and representative level, including development and mentors.	Q3 2026
	5. Continue to deliver a comprehensive and supportive Green Shirt program for trainee referees with balanced gender participation.	5. Publish annual schedule for referee education and trainee intakes.	Q4 2026
	6. Facilitate a qualified referee mentoring team with a shared philosophy and techniques for referee instruction and support.	6. Assess Duty Referees for grading opportunities.	Ongoing
	7. Maintain domestic referee pay rates in line with market rate to retain qualified referees, include in the budget process each year aligned to cash flow.	7. Schedule 2026 Referees celebration event for all domestic and representative referees to strengthen community.	Q3 2026

	8. Offer a competitive financial incentive that is viable within the SBA budget to enable and encourage referees to travel for representative events.	8. Assign Director to lead the JDP transition and commence related development of the outline of intent.	Q3 2026
	9. Foster a network of connected and supportive coaches committed to the JDP and its outcomes including a consistent style of play and skill level from U12 to seniors.	9. Assign Director to lead volunteer growth planning and commence related outline of intent.	Q3 2026
	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. Recruit score table officials and statisticians as an alternate pathway to stay involved and support SBA players and programs.	Ongoing
	11. Provide resources and coach development opportunities to underpin the JDP and embed a consistent SBA style of play from U12 to seniors.	11. 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.	Q3 2026
	12. Offer an end of rep season stipend to Head Coaches that is viable within SBA budget with the view to expand to Assistant Coaches in the future.	12. Review coach and referee travel stipends in line with current financial position.	Q4 2026
	13. Support SBA's domestic and representative games with a community of qualified Score Table Officials and Statisticians.	13. Review current staffing levels and operational requirements against financial position with focus on providing a high-quality, safe, and enjoyable experience for all SBA participants.	
	14. Attract and retain sponsors at the Association level to increase capacity and support operations across SBA.	14. Prepare Representative Coach Payment Policy.	
	15. Increase volunteer numbers and improve retention.		
Priorities 18-22: Marketing and communications material for capacity building	1. Maintain 'Get Involved' section of website with relevant information for coaches, referees, score table officials, and statisticians.	1. Review sponsor pack and restructure to support strategic goals in line with current financial position and operational environment.	Q3 2026

	2. Effectively promote entry point opportunities and elevate the social standing of coaches, referees, and officials in the SBA community.	2. Develop scope for volunteer sponsorship and grants working group to nurture relationships and deliver sponsorship agreements.	Q3 2026
	3. Share positive stories and celebrate professional development and progress on the pathway at SBA and beyond through appropriate channels.		
	4. Recognise coaches, referees, and score table, and volunteers throughout the year through appropriate channels.		
	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, use this to inform actions and timelines over the next 5 years.		
	6. Develop an outline of intent for growing our volunteer base with milestones for each step to be realised to inform actions and timelines over the next 5 years.		
	7. Produce a compelling sponsor engagement pack covering association level and representative sponsorship opportunities.		

Marketing & Comms	Target/Outcome	Actions	Star
Priority 23: Provide timely, relevant, and effective communications to all our stakeholders through a variety of communication channels.	1. Allocate one (1) Director to have oversight of the Communications & Member Engagement portfolio.	1. Develop framework for a volunteer content creation group to support delivery of comms against all priority areas.	Q4 2026
	2. Maintain a Communications Matrix that clearly identifies the type of information SBA will share and through which channels.	2. Develop Communication Matrix and begin community education to streamline admin load and improve information access.	Q3 2026
	3. Utilise a suite of digital tools to increase efficiency and collaboration when producing marketing and communications materials.	3. Review the SBA website for currency and ease of management as it reaches four years post-redevelopment.	Q4 2026
	4. Establish a volunteer content creation team to produce relevant and engaging content for social media.	4. Develop and implement checklist for pre and mid-season information update relating to seasons and programs to maintain currency.	Q4 2026

	5. Create different look and feel for SBA communications opening of registrations, celebrations, and storytelling across all basketball activities (programs, domestic, rep, Board comms).	5. Engage volunteer photographer to build a suite of photographs reflecting current community and uniforms.	Q3 2026
	6. Maintain a live, current website that is reviewed and adjusted regularly in line with current standards and community expectations.	6. Inventory signage required to support strategic messaging and awareness of SBA in the wider community to identify gaps.	Q4 2026
	7. Maintain a suite of images for promotion and storytelling with the help of volunteer photographers from the community.	7. Proactively source and coordinate storytelling and recognition content from each program area, and publish across SBA's channels.	Ongoing
	8. Maintain positive, safe, and welcoming social media channels where behavioural expectations are enforced.		
	9. Curate social media channels that are reflective of SBA's diverse and dynamic community and activities.		