



Southern Districts Basketball Association Ltd

Strategic plan
2023 – 2025

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Date of plan: 30 November 2022

This Strategic Plan has been developed, agreed to and signed off by the Board of Southern Districts Basketball Association Ltd:

| Directors of the Board | Signature |
|------------------------|-----------|
| Graeme Harding | |
| Nigel Stainer | |
| Tony Stephens | |
| Linda Earnshaw | |
| Wade Core | |
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| Mika Vukona | |

Date: 11/12/2022

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Who is Southern Districts Basketball Association Ltd

Southern Districts Basketball Association Ltd (SDBAL) was formed out of the Generals and Aliens Basketball Clubs in 1982 and played out of QEII stadium in Macgregor. In 1989, SDBA with the support of Clem Jones, Rowland Cowan, Mick Foley, Hon Terry Mackenroth, and the Camp Hill Carina Welfare Association, a new venue was established at Carina. This original two court stadium became a 4-court stadium well ahead of the other Basketball Associations in Brisbane and Qld.

The junior development programs at SDBA were also leading this sport across the State. SDBA currently has 415 junior registered teams and has over 3320 players within our 8 Junior Clubs.

- Carina Cobras
- Belmont Saints
- Hoopstars
- Vikings
- Citipointe Eagles
- Bayside Jets
- Sheldon College
- Wynnum Manly Hawks

SDBAL currently have 35 junior representative teams in Basketball Queensland competitions, from U12s through to U21s. In 2023 we will likely have, in addition to this, two Youth League teams and two Qld State League teams.

The expansion of the junior competitions led to the development of separate Associations across the Southern Regions of Greater Brisbane at Logan, South West and Redlands.

There are currently 97 senior teams playing in our various competitions, which is approximately 776 senior players.

Our elite Men's and Women's teams are known as the Southern District Spartans and Lady Spartans respectively and have competed in every major basketball competition in Australia as follows:

- Queensland Basketball League
- Australian Basketball Association
- Continental Basketball Association
- South East Australian Basketball League
- Southern Basketball League.

Our Men's and Women's senior representative teams respect all but fear none and have won 7 Men's and a staggering 19 Women's Championships since 1992, including the Lady Spartans being crowned National Champions in 1999, 2009 and 2014. The Brisbane Blazers WNBL team was formed out of SDBAL in 1996.

Volunteers and community involvement lie at the very heart of SDBAL being a truly successful sporting organisation. SDBAL relies heavily on volunteers, and we believe that volunteers are integral to the staging of our sport events from juniors up to NBL1.

Volunteers offer a wide knowledge base and a range of skills to assist with tasks such as running competitions, liaising with visiting teams, working with media, and providing services for athletes, sponsors, spectators, and other organisations associated with our sport event. Volunteers contribute to the success of our events, by providing much needed legal or accounting advice, marketing assistance and hospitality and catering management services. Volunteers give their knowledge, skills and experience which is a great source of economic value in support of SDBAL.

Sponsors lie at the heart of what SDBAL has been able to achieve. With the support of the Camp Hill Carina Welfare Association since the Association's inception and the Carina Leagues Club for an astonishing 25 years, the club has been able to develop senior and junior participation and engender the inclusive club environment which support the basketballers of our Great Brisbane South area.

The Strategic Plan

This Strategic Plan will play an integral role in managing the vision of Southern Districts Basketball Assoc Ltd (SDBAL) and achieving its goals in the period from 1 January 2023 to 31 December 2025.

It will be used extensively by the Board.

When necessary, it will be modified to reflect the ongoing development and needs of SDBAL.

Vision of the organisation

Southern Districts Basketball Association will be recognised as the Association of choice for our community to participate, compete, enjoy, and develop in Basketball.

Mission statement

Southern Districts Basketball Association exists to provide opportunities for Brisbane Southside families to participate in a life-long experience in basketball.

Core Values

- Character
- Teamwork
- Humility
- Inclusivity
- Discipline
- Respect
- Sportsmanship

Critical success factors and issues facing the organisation

Southern District Basketball Association Ltd (SDBAL) is faced with a number of issues that are likely to have a direct impact on the implementation of this plan. These issues have been addressed in this Strategic Plan and are as follows:

- Servicing of member clubs and player expectations
- Sourcing education programs for our athletes outside of Basketball but are aligned with the goals of the SDBAL
- Maintaining the volunteers we have and improving that number
- Marketing and promotion of SDBAL to corporate investors, government bodies at all levels, and the general community including schools
- Ensuring a unified approach to strategic planning and coordination
- Allocation and management of human resources to ensure success
- Implementation of basketball education and training programs
- Decreasing levels of funding from sources such as sponsorship, fundraising and government
- Corporate governance – role of the board, committees, directors, relationship between Executive and management/staff, reporting lines between Executive, management, and committees.

SWOT

With the assistance of stakeholders within SDBAL, including junior Club Presidents, association officials, sponsors, Life Members and administrators, we identified the following Strengths and Weaknesses; Opportunities and Threats facing the organisation. SDBAL will utilise these along with our critical success factors above in the development and implementation of this Strategic Plan.

| Strengths | Weaknesses |
|---|--|
| <ul style="list-style-type: none"> • People & History of Club / Culture • Number of kids that want to play. • SDBAL brand • Location • Large amount of Member numbers • Strong Strategic Planning • History & who we are. • Great catchment area & build on it | <ul style="list-style-type: none"> • Referee numbers low • Rep program. Do we need 4 levels? • Venue locations. Junior numbers outgrowing venues. • Leakage to other associations – Rep players • Reward for players coming through Rep/QSL/NBL1 • Collaboration between Presidents & Junior Committee • Websites and social media – sharing information & success stories in a timely manner • Consultation with Administrators • Communication with members • Sponsor visibility – Website & Stadium • Sponsorship signage & packages • Brand equity |
| • Opportunities | • Threats |
| <ul style="list-style-type: none"> • Execution of Strategic Plan • Rewarding people • Rebuilding Culture • Sponsorship Opportunities. Clearer on what the package is & what the benefits are • Corporate Club – Networking opportunities • Set Marquee players in Senior Teams to attract players • Publicise SDBA actions & execute | <ul style="list-style-type: none"> • Growth outgrowing venue availability • Facilities not great in all venues • Chandler demolish & rebuild (June 2023 to October 2025) • Increase in fees for Juniors • Building Club on 'old' Era. |

Future Goals & Objectives (Strategic Direction)

In the development of SDBAL future goals and objectives, SDBAL have taken into account our Vision, Mission and Core Values. This combined with the analysis of our strengths and weaknesses to take advantage of the opportunities that are presented to us and minimise or obviate the threats posed to the organisation, have enabled these future goals and objectives:

1. To enable the Association to achieve the vision of the organisation and still be recognised as the Association of choice for our community to participate, compete, enjoy, and develop in Basketball, we are to continue to source access to additional venues.
2. In order to provide pathways for our juniors to develop we must maintain our historical position as an organisation which prides itself in a winning culture and strive to win Championships at NBL1, QSL and Youth League. To reinforce our acclaimed position in Women's basketball is our long-term aspiration that SDBAL will field its own WNBL team.
3. In order to achieve the goal of winning championships and striving to seek higher league honours, SDBAL must be well lead, administratively sound and financially secure. In doing this we will attract major sponsors who will support the organisation both in the short and longer term.
4. Our mission is to provide opportunities for Brisbane Southside families to participate in a life-long experience in basketball. In winning championships, seeking higher honours, having sound management and sourcing major long-term sponsors, this Association will make basketball playing and officiating affordable for all families. By setting these goals we will also aim for record playing numbers and Club participation and enable our Southern District Spartans juniors to aspire to winning junior championships.
5. We have a privileged record, through our junior clubs and elite basketball programs, of providing the training and guidance for players to be able to be selected for:
 - o Queensland State teams,
 - o Attend college in the United States of America,
 - o Play in the NBL and WNBL,
 - o Play for Australia including the Gliders (Wheelies) Sapphires and Crocs (U17's); the Gems and Emus (U19's) and even the Opals and the Boomers.Through our planning, support, training and enabling participation at all levels; we will seek to increase the numbers of Southern Districts Basketball Association players being selected for these roles and reaching their dream at whatever level they want and are able to achieve.
6. Similarly, we have an enviable record of development pathways not only for players, but for our coaches, referees, and administrators. Our coaches have also gone on to achieve senior honours at State, National and International levels. This plan is conscious that without investment in the aspects of basketball officiating, including equipment for refereeing, score table involvement, statistics and the court supervision, the games cannot be conducted. SDBAL seeks to ensure the further development of our high-grade performance in the officiating of our game.
7. We aspire to the development of a new stadium including a modern first-class gymnasium with high performance programs and equipment. In doing this it will ensure our position as the preeminent Basketball Association in Queensland to continue to service our base and enable our programs to flourish. With the support of Government at all levels and the sport's governing bodies, this will allow even more juniors and seniors to enjoy the opportunities for Brisbane Southside families to participate in a life-long experience in basketball.

Major Assumptions

Southern District Basketball Association Ltd (SDBAL) have used the following major assumptions in developing this Plan:

- are competing in a restricted market
- have established a junior base of over 415 teams
- are successful in underage competitions
- have effective communication with Member clubs
- are being open and transparent in all club operations.
- are implementing all policies to protect, encourage and provide advancement to all Junior and Senior players and Officials at SDBAL.
- alignment of SDBAL with the sporting philosophy of Basketball Australia, Basketball Queensland and NBL1.

Timeframes for SDBAL Goals and Objectives (Short and Longer terms)

Short term - In the short term SDBAL have the following goals:

- Improve the access to Basketball programs for all who want to play basketball
- Maintain and improve the basketball standard of juniors and seniors
- Maintain and improve the standard of all basketball officials
- Continued development of pathways for all juniors to senior programs
- Continued development of pathways for all officials to reach their goals in their chosen fields
- Source sufficient court space at the right standard for the current and future competitions
- Full utilisation of court space at Carina with a priority on junior and senior representative teams
- Ensure sufficient facilities that can deliver the best available practice performance for SDBAL
- Engage with existing and prospective Sponsors to increase funding
- Utilise all existing facilities to increase funding for SDBAL
- Improve the information on the club website and ensure it is relevant and up to date
- Develop and promulgate policies and procedures to ensure effective operation of the SDBAL
- Develop an organisation chart and business structure for the business operation of SDBAL
- Source additional car parking within the grounds of the Clem Jones Centre
- Improve canteen facilities and offerings for healthy athletic outcomes.

Longer term - In the longer term SDBAL have the following goals:

- Improve the access to Basketball facilities for all who want to play and enjoy basketball.
- Source SDBAL exclusive court space for future growth.
- Improve outside areas to encourage family involvement at Carina

Outcomes

The following outcomes reflect what the SDBAL wants to achieve by 31 December 2025:

- financial stability and growth
- a strong market position
- increase support to member clubs
- member clubs to implement the strategies of the SDBAL
- increase levels of sponsorship, marketing, and fundraising
- effective Governance and management practices in place
- effective volunteer management plan
- maintain athlete membership and participation
- effective sport education programs

Key Performance Areas

Southern Districts Basketball Association identify that the following Key Performance Areas are the priority up to and including 31.12.2025 and these will guide our future implementation plans.

| KPA | Focus Areas |
|---|---|
| Administration | Corporate governance |
| | Policies |
| | Office administration |
| | Information Technology |
| | Effective Judiciary |
| | Organisational 'Health' Review |
| Marketing | Merchandise |
| | Social Media |
| | Promotions |
| | Communications |
| Participation and athlete / administrator development | Participation development |
| | Juniors |
| | Coaching |
| | Officials |
| | High performance programs |
| | Events |
| Finance | Operational budgets |
| | Sponsorship |
| | Fundraising |
| | Cash flow forecasts |
| | Financial reporting |
| | Banking |
| Compliance | Health & Safety including Fire Safety |
| | Financial |
| | Council Obligations |
| | Liquor and Food licence |
| | Facilities and Maintenance Management |
| Future Planning | Canteen |
| | Merchandise |
| | Court space - including Corporate Boxes |
| | Storage Space |

Monitor and review of the plan

The strategic plan should be monitored and reviewed on a monthly, quarterly, and yearly basis by the SDBAL Board.

Directors of the SDBAL Board will be responsible for their designated portfolio and must prepare a short-written report on the activities of any allocated standing committees or ad hoc committees at meetings of the SDBAL Board.

The Chair in accordance with the Constitution should have overall responsibility to members for the implementation and review of the Strategic plan and other functions of the SDBAL.

The yearly review will take place prior to the end of each calendar year as determined by the SDBAL Board in accordance with the SDBAL Constitution.