



# **Warragul & District Amateur Basketball Association**

**Strategic Plan 2023-28**

Prepared By



## Introduction

This 2023 Strategic Plan replaces the 2019-2021 Strategic Plan for the Warragul & District Amateur Basketball Association (WDABA). Through research, consultation, leadership and the formation of a new board, the outlined vision is ambitious and builds on the last plan:

---

*“To provide high quality and inclusive basketball experiences”.*

---

They will do this through their mission:

---

*“We will run quality, sustainable and equitable basketball opportunities that will result in increased participation through a resilient club structure across a spread of local facilities.”*

---

WDABA has been run by hard working volunteers over many years and more recently with support of a paid operations manager. Rising expectations of large basketball associations and the professionalism required to undertake the many tasks necessitates an accelerated transition to a management model in which additional staff are employed. This is a major step that goes hand-in-hand with the expansion of the facilities at Warragul Leisure Centre – to include two additional courts – and rapidly increasing population trends.

WDABA has the primary role of providing a competition structure for local clubs and leading the Warriors local representative programs. The Association also supports players to enter higher level pathways as part of their personal growth. In addition to the expanding business model to operate basketball, there is a need to improve communication, club support, referee development and also consider a rebranding/branch refresh project.

Based on estimated numbers (see more below), in 2022, WDABA bounced back fairly strongly from the previous COVID impacted seasons. This is particularly encouraging given the extent to which lockdowns have adversely impacted ongoing participation for many sports and competitions.

It will be an exciting time ahead and the WDABA Board is ready and well-positioned to implement this plan and grow basketball in the region.

## History / Background

Warragul and District Basketball Amateur Association (WDABA) is the largest basketball association in Gippsland providing mainly domestic competition and local representative pathway opportunities.

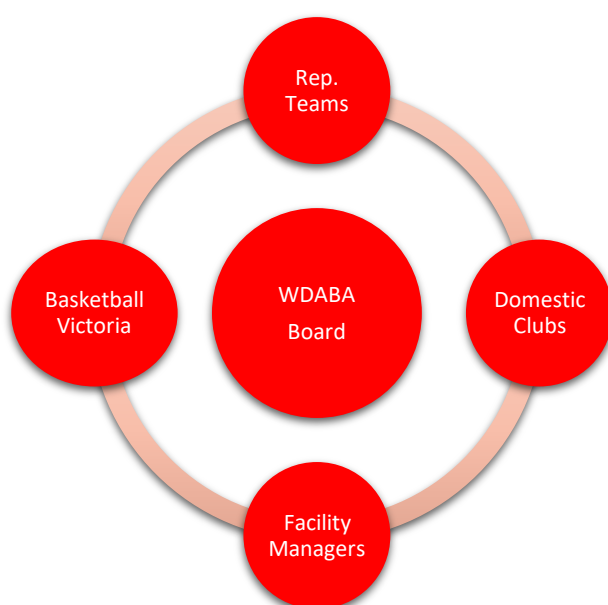
The Association developed a strategic plan in 2019 and has undergone a comprehensive governance and business development process. They have also been successful in advocating for a two-court expansion to the Warragul Leisure Centre.

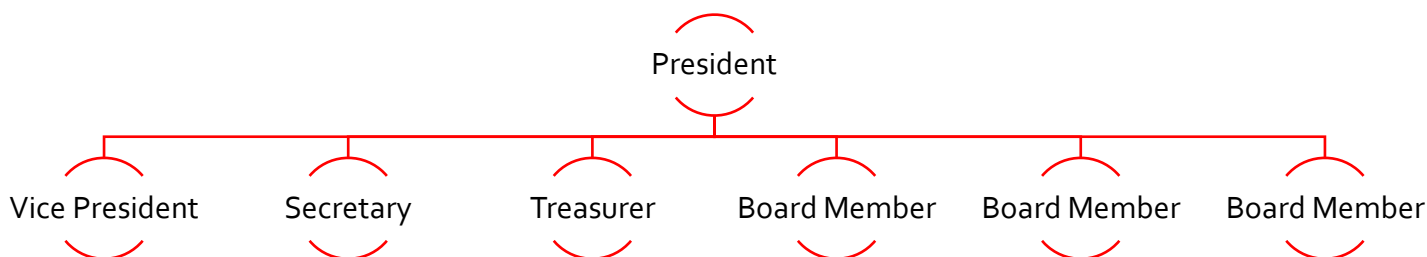
There are seven local clubs that participate in the Association and a range of facilities are utilised for competition and training purposes.

## Organisational Structure

WDABA is an Incorporated Association affiliated with Basketball Victoria as its peak body. The Association's constitution was updated in 2020 and a new board of seven members was adopted in October 2021. The board also has the flexibility to co-opt another two members as desired or needed.

Currently the organisation employs an Operations Manager and is also recruiting a second staff member to assist with administration and program development. There is also a paid referee coordinator, paid coaches, paid court supervisors and referees are also paid.



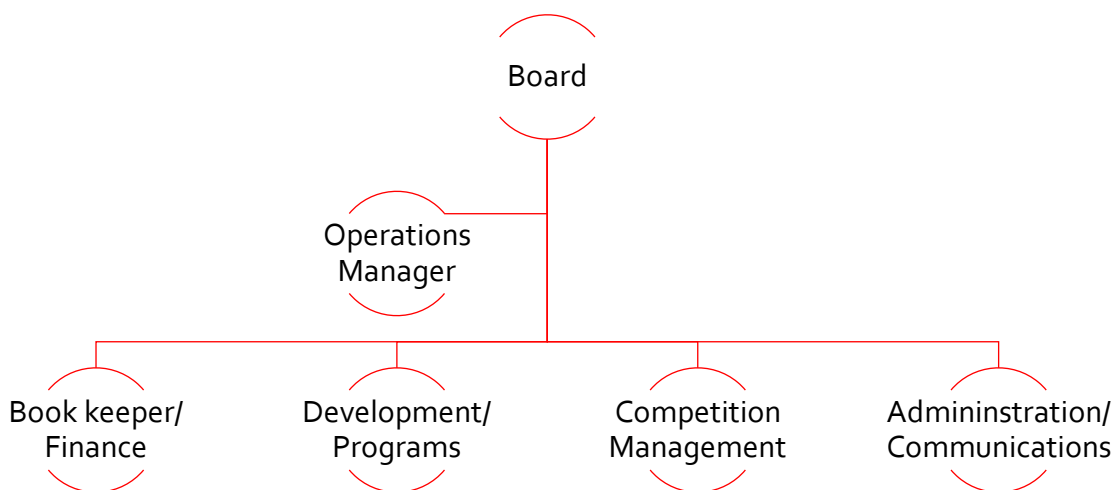


The Board also has sub- committees in place in line with the Strategic Plan:

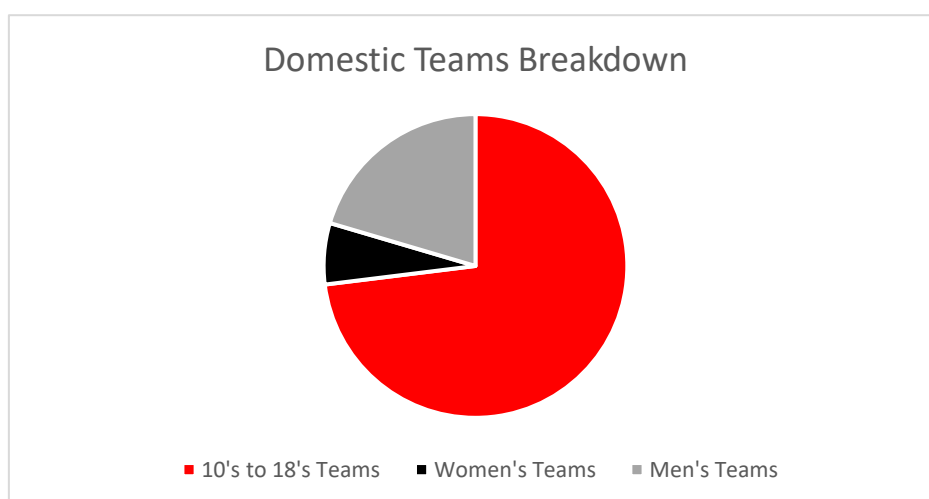
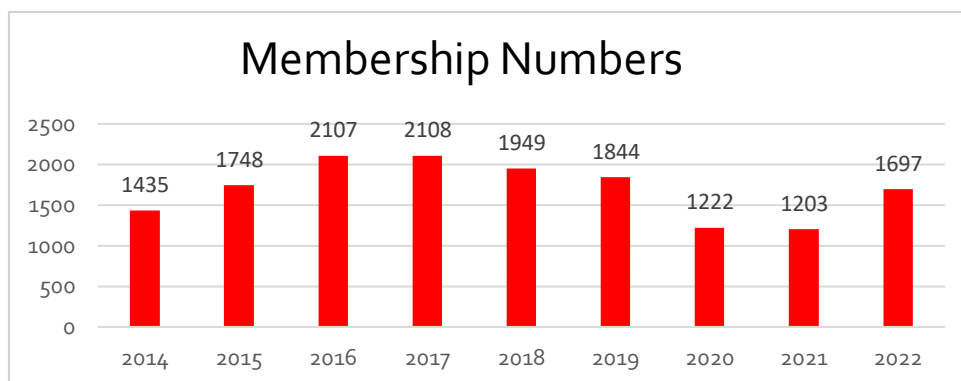
- Representative
  - Senior/CBL
  - Junior
  - Facility Advocacy
  - Finance & Governance
  - Growth & Development
- Other appointed roles:
  - Referee Coordinator
  - Director of Coaching
  - Child Safe Officer
  - Complaints Officer

It is also intended through this plan to develop a business model in which the Association can move to employ staff to implement this strategy and plan for the transition to the management of domestic competitions and cater for expected growth.

A proposed staff structure the Association could grow into is as follows:



## Association Membership Numbers



## Basketball Schedule

WARRAGUL BASKETBALL ASSOCIATION FACILITIES & USAGE					
DAY	Warragul Leisure Centre	Bell Bird Park	St Pauls	Neerim	Bunyip
	2 Courts	2 Courts	2 Courts	1 Court	1 Court
<b>MON</b>	Senior/ 19 Boys Domestic Competition	Senior/ 19 Boys Domestic Comp	Senior/ 19 Boys Domestic Competition	Club Training/ Aussie Hoops	Senior/ 19 Boys Domestic Comp
<b>TUE</b>	14's & 16 Boys	14's & 16 Boys	Shared Club Training	14's & 16 Boys	14's & 16 Boys
<b>WED</b>	Unavailable	Unavailable	Basketball Training		
<b>THU</b>	8's Program/ 10's, 12's, 14's, 16's & 19 Girls Comp	10's, 12's, 14's, 16's & 19 Girls Comp	No Games	8's Program 10's, 12's, 14's, 16's & 19 Girls Comp	10's, 12's, 14's, 16's & 19 Girls Comp
<b>FRI</b>	10's & 12's Boys Comp	10's & 12's Boys Competition Only 1 Crt Available	No Games	10's & 12's Boys Competition	10's & 12's Boys Comp
<b>SAT</b>	2 x Sessions Aussie Hoops	Unavailable	Unavailable	Aussie Hoops	
<b>SUN</b>	Squad Trainings	Unavailable	Unavailable		

**Other programs and activities include:**

- School holidays clinics/Aussie Hoops
- Association Championships
- Country Basketball League (CBL)
- Gippsland United and Elite Games
- Under 8s Program
- Annual Tournament

**Facilities include:**

- Warragul Leisure Centre
- Bellbird Park (Drouin)
- Neerim
- St Paul's (Warragul)
- Bunyip

**Member clubs:**

- Bunyip Bulls
- Drouin Devils
- Neerim & District Basketball Club
- Yarragon Wildcats
- Chalkies Basketball Club
- Gladiators Basketball Club
- Rebels Basketball Club

## Strategic Context

### 2022-2024 Basketball Victoria Strategic Plan – Opportunities For Everyone

**Vision** – Basketball is the sport of choice for ALL Victorians - through leadership, innovation, engagement and accessibility

The Strategic Plan is underpinned by four values and the subsequent Value Statement:

- We Are Accountable
- We Act With Integrity
- We Are Leaders
- We Are People Focused

“Basketball Victoria connects our community to support the health, welfare and development of all Victorians.”

AusPlay 2022 ranks basketball tenth in the list of most popular “participation sports and physical activities” in Australia, with 1,166,292 participants. This included 354,700 children (0-14 years) participating in organised basketball outside of school. It was also ranked sixth among “club sports” with 581,619 participants, behind only association football (soccer), golf, Australian football, tennis and netball. A 1.5 per cent increase was noted in adult participants (15+ years) and a 5.8% increase among children. A further 340,281 said they were considering participating in basketball, with fun/enjoyment (54%), social reasons (39%) and physical health or fitness (26%) the top three motivations among those considering participation. 301,934 people were involved in a non-playing role i.e. administration, committee and coaching.

According to the AusPlay 2022 data, Victoria accounted for 35.2 per cent of adult participants – nearly 10 per cent more than any other state or territory – with a total of

285,619 at a participation rate of 5.4 per cent. There are well developed basketball participation and pathway opportunities across the country. Expansion and increased profile and visibility of elite-level national competitions the NBL and WNBL may also have been a factor.

### **Baw Baw Population Statistics**

Baw Baw Shire is located in the West Gippsland region of Victoria, about 100 kilometres east of the Melbourne CBD. According to the 2021 Census, the current population of Baw Baw Shire is 57,580 – a 34 per cent growth since 2016 – and is forecast to grow to 84,766 by 2041.

Its two largest towns are the neighbouring Drouin and Warragul, which together account for 42,115 people, or approximately 73 per cent of the shire's population.

- Warragul Leisure Centre Stadium Facility expansion ready in 2024
- Changing composition of the community, moving away from rural to more urban

### **Surrounding Basketball**

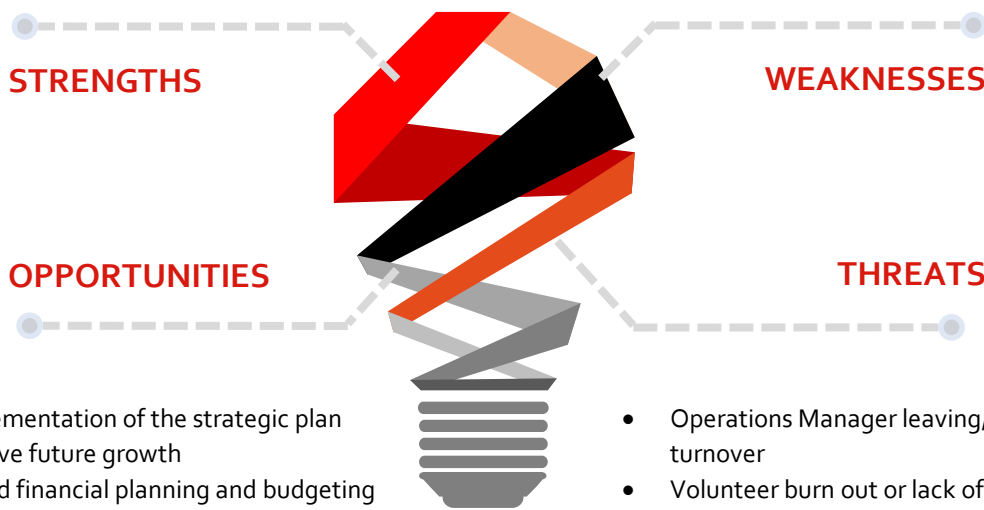
Pakenham and District is the only association located in Cardinia Shire which is neighbouring Association. Other nearby Gippsland based basketball associations include; Poowong, Korumburra, Moe, Morwell and the next largest is Traralgon.

The Gippsland Participation and Elite Pathways Plan was developed in 2020 with a vision of "Creating Basketball Opportunities for Gippsland". The led to the formation of Gippsland United – a joint venture between Traralgon Amateur Basketball Association and Combined Gippsland Basketball Association – which enters teams in the Victorian Junior Basketball Association and Big V competitions. WDABA has a memorandum of understanding in place with Gippsland United to work together.

## SWOT Analysis

A SWOT analysis was developed in consultation with the WDABA Board after review of the survey results and stakeholder feedback.

- New constitution and governance focused board
- Popularity of Basketball across Gippsland
- Forecasted population growth
- Facility planning/ development being undertaken
- Range of domestic clubs
- Demand for programs and change
- Support from Council and other key stakeholders
- Referee development program, being run by WDABA
- Strong links with the community including schools
- Financial Management
- MOU with Gippsland United
- Relationship with BV
- Squad numbers
- Communication and branding, confusion with Warriors and name is very long
- WDABA communicates better with individuals and not done only through clubs
- Lack of role clarity between role of clubs and Association
- Limited succession planning for Executive roles
- Lack of policies and procedures
- Sideline behaviour
- Fluctuation in senior team participation
- Diverse programs, attracting people not currently engaged in basketball
- Workload of board members



- Implementation of the strategic plan to drive future growth
- Sound financial planning and budgeting
- Business model to hire additional professional staff to bring about change/growth
- New social or modified programs
- Input into facility development designs or access to new facilities
- Grow participation numbers overall
- Improved communication, marketing and re-branding
- Capacity building programs for volunteers and staff
- MOUs with basketball clubs and other stakeholders
- Club Support through training and resources
- New show court facility
- Operations Manager leaving/staff turnover
- Volunteer burn out or lack of focus and do much work to do
- Non compliance with Safeguarding Children requirements
- Lack of volunteers/ referees/ coaches to run games/ programs
- Impact of facility limitations (access/ cost/ suitability/ cleaning)
- Court Supervisor training

## Strategic Plan

### WDABA Vision:

To provide high quality and inclusive basketball experiences.

### WDABA Mission:

To run quality, sustainable and equitable basketball opportunities that will result in increased participation through a resilient club structure across a spread of local facilities.

### WDABA Objectives

The Warragul and District Basketball Association will strive to achieve or vision through:

- 1. Good Governance**  
Roles and responsibilities are clearly defined and communicated, and a business model is developed to transition all aspects of basketball to WDABA
- 2. Participation Growth**  
Attract and retain new players to WDABA by providing an inclusive and welcoming experience to all, while catering for population growth and supporting clubs
- 3. People Development**  
Train and develop staff, officials, coaches, volunteers, players, and parents to ensure industry best practice for a large basketball association
- 4. Advocacy**  
Adopt a clear strategy to support facility expansion and for basketball utilisation through strong partnerships and community links
- 5. Financial Sustainability**  
Effective planning and decision making to be prepared for growth, including support for the treasurer
- 6. Communication and rebranding**  
Utilise technology to promote, communicate, manage business information, analyse data and derive revenue wherever possible

### WDABA Values

WDABA aims to create a culture that fosters:

- Participation growth
- Basketball skill development & pathways
- Sustainable and responsible management & governance
- Inclusive & fun environment
- Regular and effective communication
- Local opportunities

## Implementation plan

The following is a series of actions that have been developed in line with the Association's objectives and values, to be implemented over the coming five years. Actions have been given a priority ranking scale using Very High, High, Medium, or Low. In some instances, ongoing has been allocated as these tasks are required on a regular basis. A separate monitoring document has been developed to read in conjunction with this plan that allocates responsibility for tasks and progress made.

### Objective 1: Good Governance

**Roles and responsibilities are clearly defined and communicated, and a business model is developed to transition all aspects of basketball to WDABA**

#	Action	Priority Level
1.1	Ensure all board positions are filled and continue recruit a diverse and skills-based board	Very High
1.2	Implement role descriptions for all key roles, induct all people into these roles and provide ongoing training	High
1.3	Utilise BV policies and procedures where available, review against WDABA requirements and make relevant changes. Communicate these to members	High
1.4	Clearly define and document the role of the Association as compared with member clubs. Ensure excellent two - way communication between both and streamline processes. Provide governance training to clubs to meet Association requirements	High
1.5	Further develop the business model with detailed financial information to employ paid staff to take on key professional roles to develop the business in line with equivalent sized Associations	High
1.6	Ensure succession planning for key Board and staff roles	High
1.7	Engage HR Support to develop employment contracts, recruit staff and set up appropriate processes to comply with industry standards. Anyone who is paid by the organisations needs employment/ or other formal contracts to ensure transparency and business process	Very High
1.8	Utilise the strategic plan for board decision making, including actions on meeting agendas and an annual review as part of the AGM board reports	Very High
1.9	Develop and manage a risk register and discuss at each meeting. Monitor any conflicts of interest	High

## Objective 2: Participation Growth

Attract and retain new players to WDABA by providing an inclusive and welcoming experience to all, while catering for population growth and supporting clubs

#	Action	Priority Level
2.1	Offer high quality squad teams, training, development, and support services. Comply with required BV requirements and standards as well as supporting the Gippsland United MOU/Pathway	Ongoing
2.2	Appoint a Senior/ CBL subcommittee or role to grow and stabilise participation in senior programs	Ongoing
2.3	Identify key growth opportunities for the domestic program and aim for annual growth all aspects of the Association. Ensure the grading system is transparent and fair. This may involve additional clubs, club support or other ways to bring individuals to the game.	Medium
2.4	Explore new ways to offer new social sport or modified programs in partnership to introduce basketball to more people i.e., walking basketball, skills days, wheelchair basketball, Aussie Hoops	Medium
2.5	Undertake a formal review of the competition structures and training to see what can be improved using the facilities and resources available.	High
2.6	Use policies and procedures to ensure that all programs and services are inclusive and when issues arise, they are dealt with appropriately. Proactively communicate behaviour expectations and inclusive messaging.	Very High
2.7	Provide all information in a range of accessible formats and media images to show a diverse population. Provide door/ entry staff or court supervisors to ensure a welcoming environment and appropriate behaviour.	High
2.8	Create ways for current members to have the opportunity to play more often which will increase their skill development and health benefits	Ongoing
2.9	Offer high quality squad teams, training, development, and support services. Comply with required BV requirements and standards as well as supporting the Gippsland United MOU/Pathway	Ongoing

### Objective 3: People Development

Train and develop staff, officials, coaches, volunteers, players, and parents to ensure industry best practice for a large Basketball Association

#	Action	Priority Level
3.1	Manage the referee development program and rostering, using systems and high-quality documentation. Review the referee coordinator position and support growth.	Very High
3.2	Actively work towards gender equality in all aspects of the Association. This may involve targeted strategies to recruit support and train women in roles and to also ensure fair access to women for training / game times and venues.	High
3.3	Support the coaching director to: <ul style="list-style-type: none"> <li>• Ensure regular information sharing, training &amp; mentoring</li> <li>• Recognition programs</li> <li>• Sound coaching philosophy</li> <li>• Transparent coaching appointments</li> </ul>	Very High
3.4	Formally recognise and support volunteers through social media, reward programs, training, mentoring, regular communication, and professional handling of complaints	Ongoing
3.5	Recruit, train, and value high quality staff to grow the Basketball Association. Promote BV training & development opportunities	When ready
3.6	Partner with local schools, training providers etc to identify students and provide high quality training roles and pathways i.e., referees, marketing, social media, video editing	Medium
3.7	Look after the players. They are there to enjoy their game, the experience and we want them to be loyal to the sport and WDABA. Zero tolerance to sideline behaviour issues or breaches in code of conduct	Very High
3.8	Review the role of the Court Supervisors and provide training on new roles	Medium
3.9	Review and update the Child Safe policies and practices, new standards into effect June 2022	Very High

**Objective 4: Advocacy**

**Adopt a clear strategy to support facility expansion and for basketball utilisation through strong partnerships and community links**

#	Action	Priority
4.1	Actively participate in discussions with Councils, Schools, BV or other regarding opportunities for an increased number of stadium courts and improved access to them. Also, for required improvements at the sites being used.	Very high
4.2	Negotiate hire terms that are financially sustainable for the Association. This may involve in kind contributions to partners for basketball services. Ensure these are longer term and well documented.	High
4.3	Contribute to the Warragul Stadium expansion detailed design process and plan for the opening date requirements.	Ongoing
4.4	Distribute the Strategic Plan to all key partners about current and expected growth and key priority areas.	Low
4.5	Find the youth voice within the Association to provide information and advocacy support from what they need from key partners	High
4.6	Promote and support community campaigns around inclusion to re-enforce important messaging i.e., Orange Round, Harmony Day	High

**Objective 5: Financial Sustainability**

Effective planning and decision making to be prepared for growth, including support for the treasurer

#	Action	Priority Level
5.1	Develop an industry leading sponsorship/ fundraising strategy to complement future directions	Low
5.2	Explore other commercial opportunities or partnerships for merchandise, events, catering, schools' programs, holidays clinics and revenue opportunities	High
5.3	Create a long-term financial plan	High
5.4	All expenditure should be supported by good research and information and board decision making	Very High
5.5	Maintain affordability of all programs and services to maximise participation. Develop a financial hardship policy	High
5.6	Seek grants or financial support for new initiatives	Ongoing
5.7	Engage a bookkeeper to manage all financial documentation, including reports against budget. This will free up the Treasurer and Operations Manager	Medium

### Objective 6: Communication and Branding

Utilise technology to promote, communicate, manage business information, analyse data and derive revenue wherever possible

#	Action	Priority Level
6.1	Undertake a review of the WDABA name, branding and Warriors logo to ensure a simple and clear theme	Very High
6.2	Update Association branding and develop a marketing strategy for the new brand. Utilise graphic design software to lift online content	Very High
6.3	Utilise a range of communication platforms to ensure regular and easy communication, review how direct player communication can be achieved without a reliance on clubs	Very High
6.4	Share information in Association online files and documents to ensure transparency and accurate record keeping. This will also support transition and induction of new board members.	High
6.5	Utilise Player HQ to its full capacity and identify future technology needs including competition management/ rostering software to grow the Association and be efficient	High
6.6	Regularly seek feedback from members and stakeholders to review the work being done and ensure WDABA is on track	Medium
6.7	Use technology to analyse data and statistics to understand participation trends, retention, successful campaigns, and programs. Provide this data when asked to key partners.	High

### Success looks like...

- Respect is shown to everyone involved in basketball
- Participation Growth continues at all levels
- There are more courts being utilised by basketball
- There are more people playing basketball, who have never played before
- Decisions are being made through a good governance process
- Local clubs are thriving
- Stakeholders know about the great work that WDABA does

## Acknowledgements

The Warragul & District Amateur Basketball Association acknowledges the support of the Victorian Government in the development of this strategic plan through the Sport & Recreation Victoria Sporting Club Grants Program.

The Warragul & District Amateur Basketball committee would like to thank GippSport Community Solutions who coordinated the strategic planning process and members who have supported this project.

We also acknowledge the staff at Baw Baw Shire Council, Basketball Victoria, and other important stakeholders for providing background information and support for this planning project.

## Disclaimer of liability

The information contained in this report is intended for the specific use of the key stakeholders that have provided input into this planning project. All recommendations by GippSport are based on information provided by or on behalf of the committee, Basketball Victoria and Council and it has relied upon such information being correct at the time this report has been prepared.

Readers should note this report might include implicit projections about the future, which by their nature, are uncertain and cannot be relied upon. They are dependent on potential events or technical assessments, which have not yet occurred.

## References

The following references have been used in the development of this report:

- Government websites - Planning scheme data and maps, grant information.
- Baw Baw Shire Council website and relevant planning documents.
- Australian Bureau of Statistics - Population data.
- Basketball Victoria resources
- Other Recreation studies and strategies as identified in the document