

2018 DARWIN BASKETBALL ASSOCIATION

STRATEGIC PLAN



COPYRIGHT AND DISCLAIMER

This strategic plan has been prepared for the benefit of and use by Darwin Basketball Association (the Client) in accordance with the terms of the engagement. This plan must not be used for any other purpose, or by any other party, nor is the plan to be made available to any other party without the prior written consent of the Client. No part of this document may be reproduced in part or full without the prior, written permission of the Client.

All statements, projections and opinions expressed in this plan are given in good faith and have been prepared in reliance upon our own observations and consultation and upon information that has been provided to us throughout the consultation process. Future projections are based upon the data, representations, assumptions and estimates provided to us. The Client indemnifies CPR Group (which includes its consultants) against any and all claims against the Client or CPR Group by reason of any information omitted or false information included in this plan.

The contents of this plan have not been independently audited. As such, the Client assumes the entire risk related to its use of this plan. CPR Group does not warrant or assume any legal liability or responsibility for the accuracy, completeness, or usefulness of the contents of, or projections in this plan and disclaims any and all warranties, whether express or implied, including (without limitation) any implied warranties of merchantability or fitness for a particular purpose. In no event will CPR Group be liable to the Client or to any third party for any direct, indirect, incidental, consequential, special or exemplary damages or lost profit resulting from any use or misuse of this plan.

All intellectual property in the processes and methodology used to create this document, together with the design of graphics, symbols and definitions contained in this document is the property of CPR Group and is protected by Australian and international copyright laws. All rights reserved.

No part of the intellectual property of CPR Group may be used, reproduced, sold, transferred, modified, published or made available to any other party without the prior written permission of CPR Group.



Table of Contents

1. Introduction	4
2. Current Situation	5
2.1 Organisation Profile	5
2.2 Darwin Demographic Snapshot	6
2.3 Financial Position	7
3. Strategic Context	8
3.1 Basketball Australia Strategic Plan 2016-2020: To Tokyo & Beyond	8
3.2 Basketball Northern Territory Strategic Framework 2012-2015	9
4. Strategic Plan	10
4.1 Facilities	12
4.2 Governance and Operations	13
4.3 Membership and Participation	13
4.4 Finance, Marketing and Sponsorship	13



1. Introduction

Darwin Basketball Association commissioned this strategic plan to guide the operations of the association over the next 3 years. The plan addresses facility management, development and maintenance, the association's organisational structure and staffing, and linkages to the association's budget and financial capacity. The plan will provide operational guidance and prioritised facility planning to guide maximum growth and usage and to ensure the long-term sustainability of the association.

The association is entering a period of rapid growth and development, with the objective to improve the level of service delivery and facilities provided to current and future members, and the wider community. The association is in a financially and operationally strong position to develop its operations for the future.

The association's previous *Darwin Basketball Strategic Plan 2011-2016* is now outdated and in need of review and updating. The previous plan was not in line with Basketball Australia and Basketball Northern Territory's planning and governance requirements and has therefore been replaced to comply with peak body requirements.

Preparation of the plan involved:

- Background research, including review of the association's current situation
- Planning day held on 21 April 2018 with board members and staff to consider the strategic direction of the association and plan for its implementation over the next three years
- Online planning questionnaire, guided by the themes addressed during the planning day
- Development of high-level strategic plan including action tables for implementation

Our mission

We create an inclusive community of good people who love basketball, by supporting them to follow their own pathway in our sport



What we do

We deliver services for Darwin Basketball clients

We provide a basketball competition for residents of Darwin and surrounding areas

We provide an opportunity for people to play basketball in a clean, safe environment

Why do we do it?

Love of the game

To meet needs of people playing basketball

To encourage people to be active and enjoy themselves

To provide a fun, healthy recreational pursuit for adults and families

To develop healthy young kids

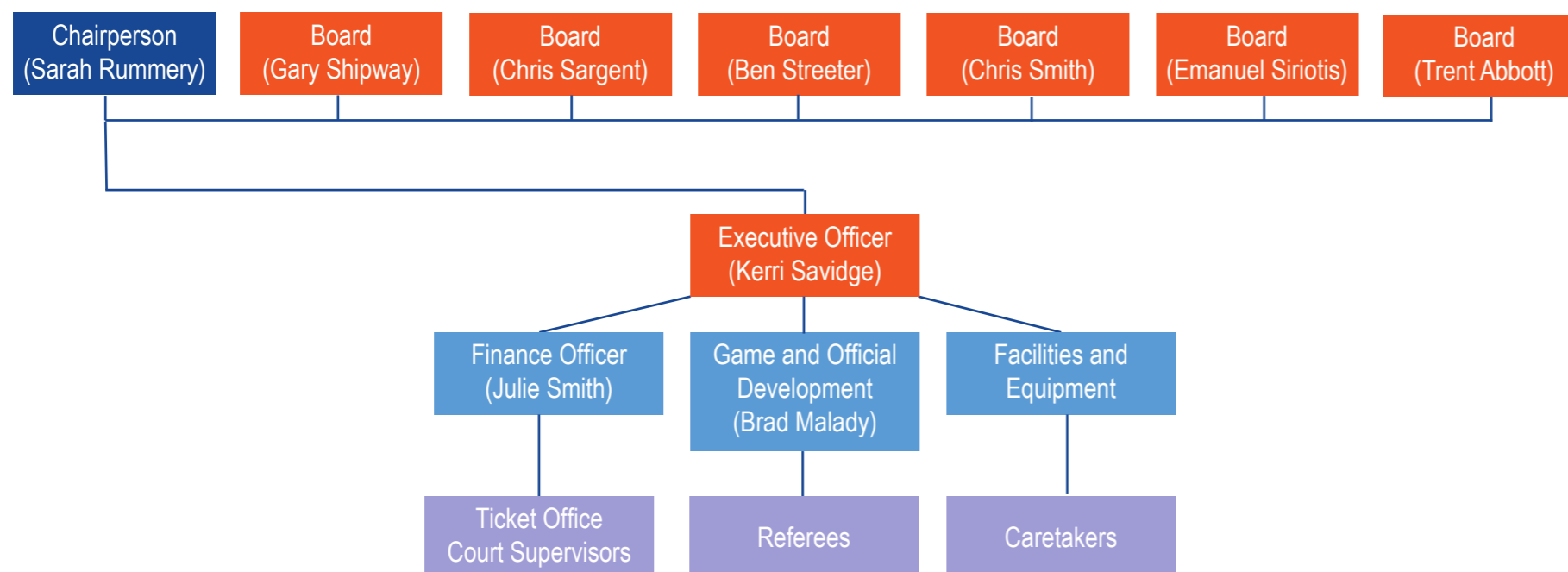
2. Current Situation

Organisation Profile

as of April 2018



Organisational Chart



Organisation Details

Full Legal Name	Darwin Basketball Association Inc.
Incorporation No	00316C/IA
ABN	49 828 734 546
Postal Address	PO Box 42442 Casuarina NT 0811
Local Government Authority	City of Darwin
Registered for GST?	Registered from 1 July 2000

Contact Details

Organisation Phone	(08) 8945 4666
Organisation Email	info@darwinbasketball.com.au
Website	www.darwin.basketball.net.au
Facebook	www.facebook.com/DarwinBasketball/
Preferred Contact and Position	Kerri Savidge, Executive Officer

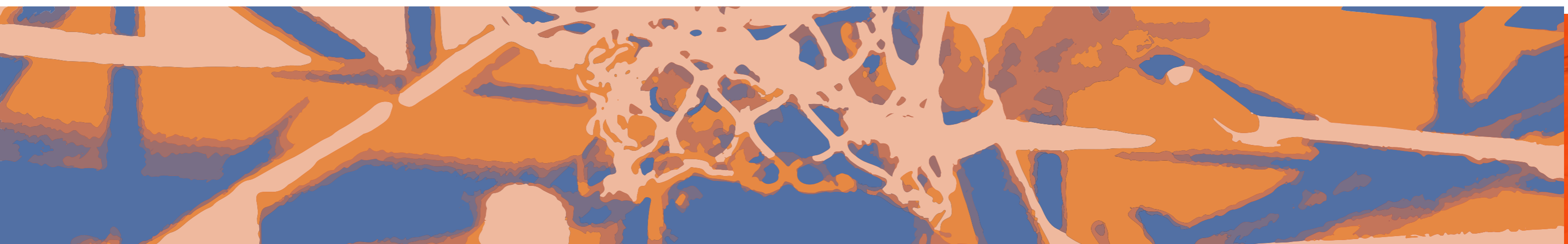
Player Numbers	2014	2015	2016	2017	2018
	2021	1995	2010	1880	1901

Lease Details

Street Address	220 Abala Road Marrara NT 0812
Tenure Details	Crown lease in perpetuity, commenced 15 February 1994
Survey Plan Number	S 92/196
Area	1 hectares, 400 square metres
Planning Scheme Zone	(DWN02) Darwin Town Plan - Organised recreation

History

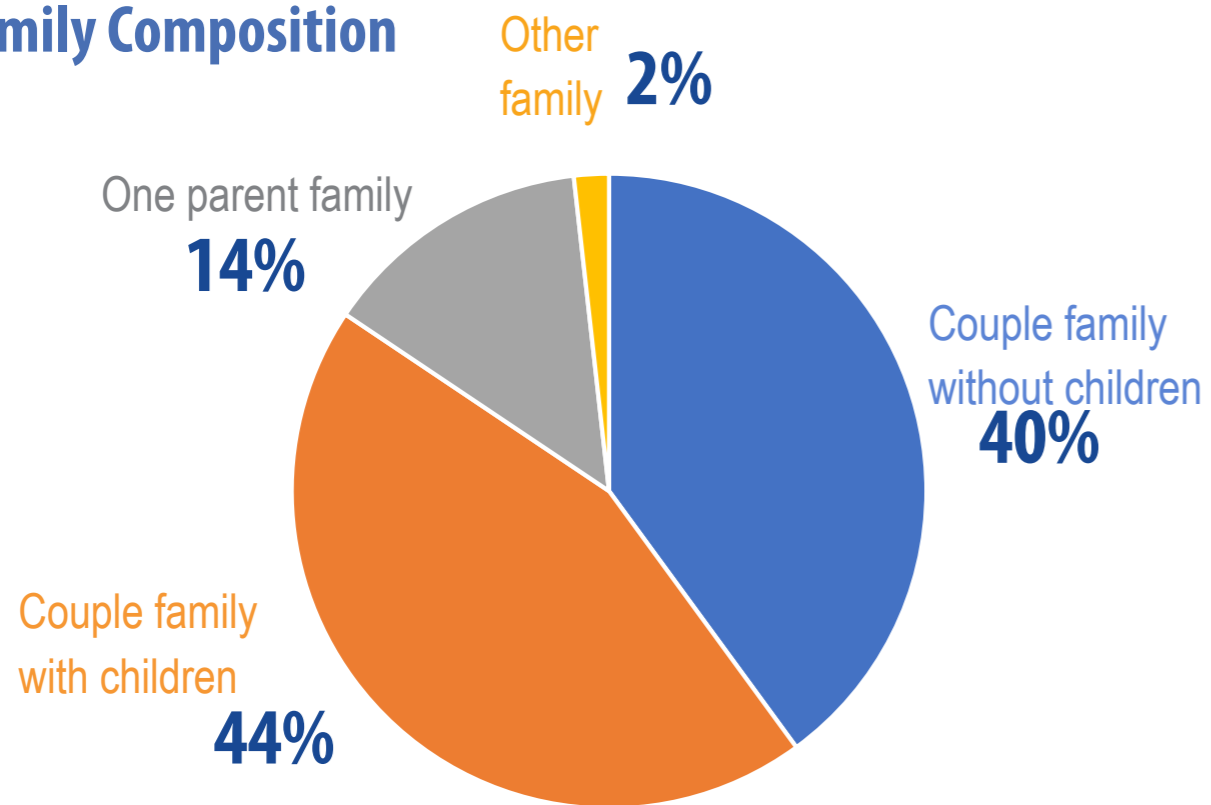
The first competition basketball court in Darwin was built on an unofficial rubbish dump in Cavenagh Street in 1942. When the court was demolished in 1952, basketball moved to Daly Street. In December 1983 the DBA (as it became known) moved to the Spectrum Stadium, Abala Road, Marrara which was officially opened on 30 March 1984. The move to Spectrum Stadium saw the change of standard and an increased interest in basketball. In that first year, approximately 90 teams competed in the Championship Season, with senior players numbering around 1000. The eighties and nineties saw more junior representative teams competing at various championships and senior teams attending the South Australian Country Championships, Masters Games, and tournaments in Indonesia, Hong Kong and Malaysia. There was also an increase in teams visiting Darwin. Spectrum Stadium has hosted the National Schools Exchanges/Championships, a Filipino Association competition, Customs National Titles and Police National Titles.



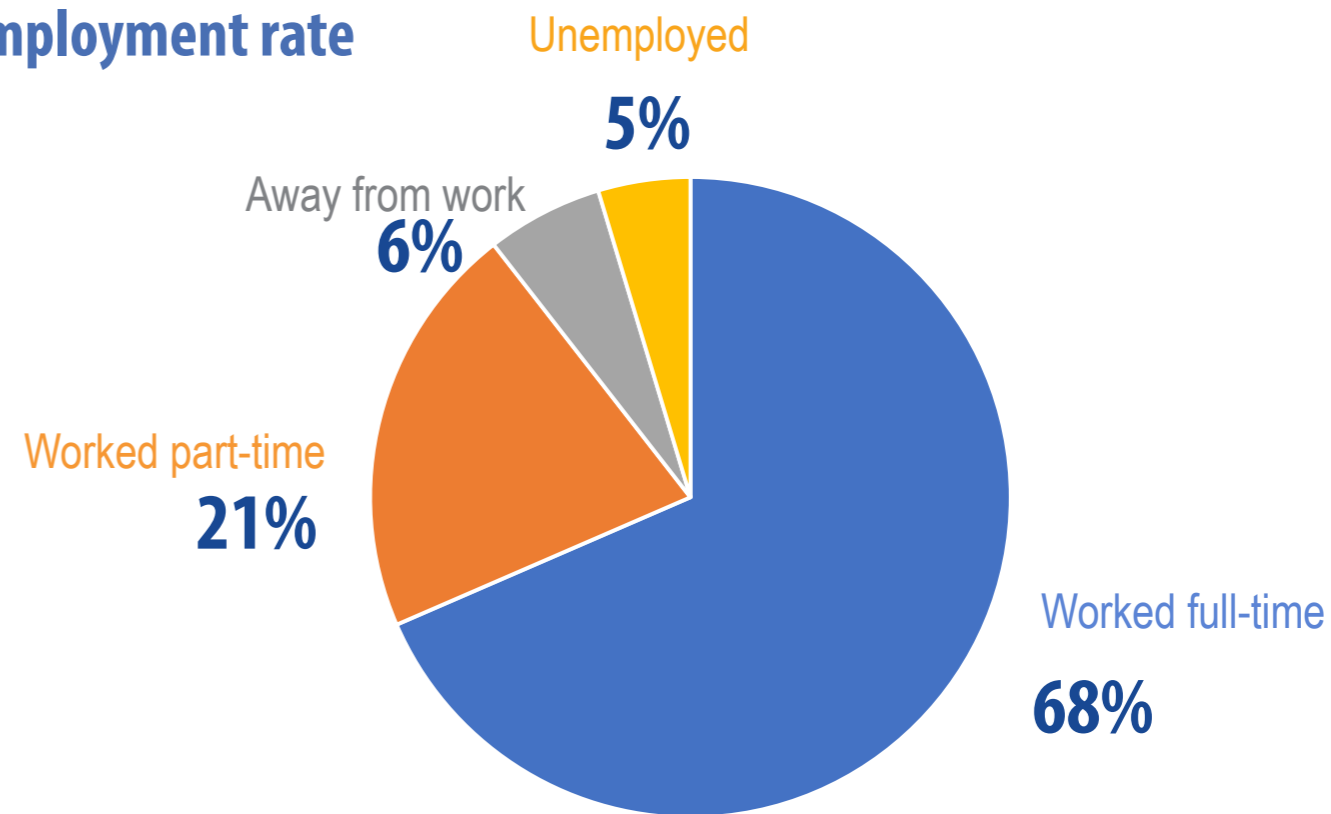
2.2 Darwin Demographic Snapshot



Family Composition



Employment rate

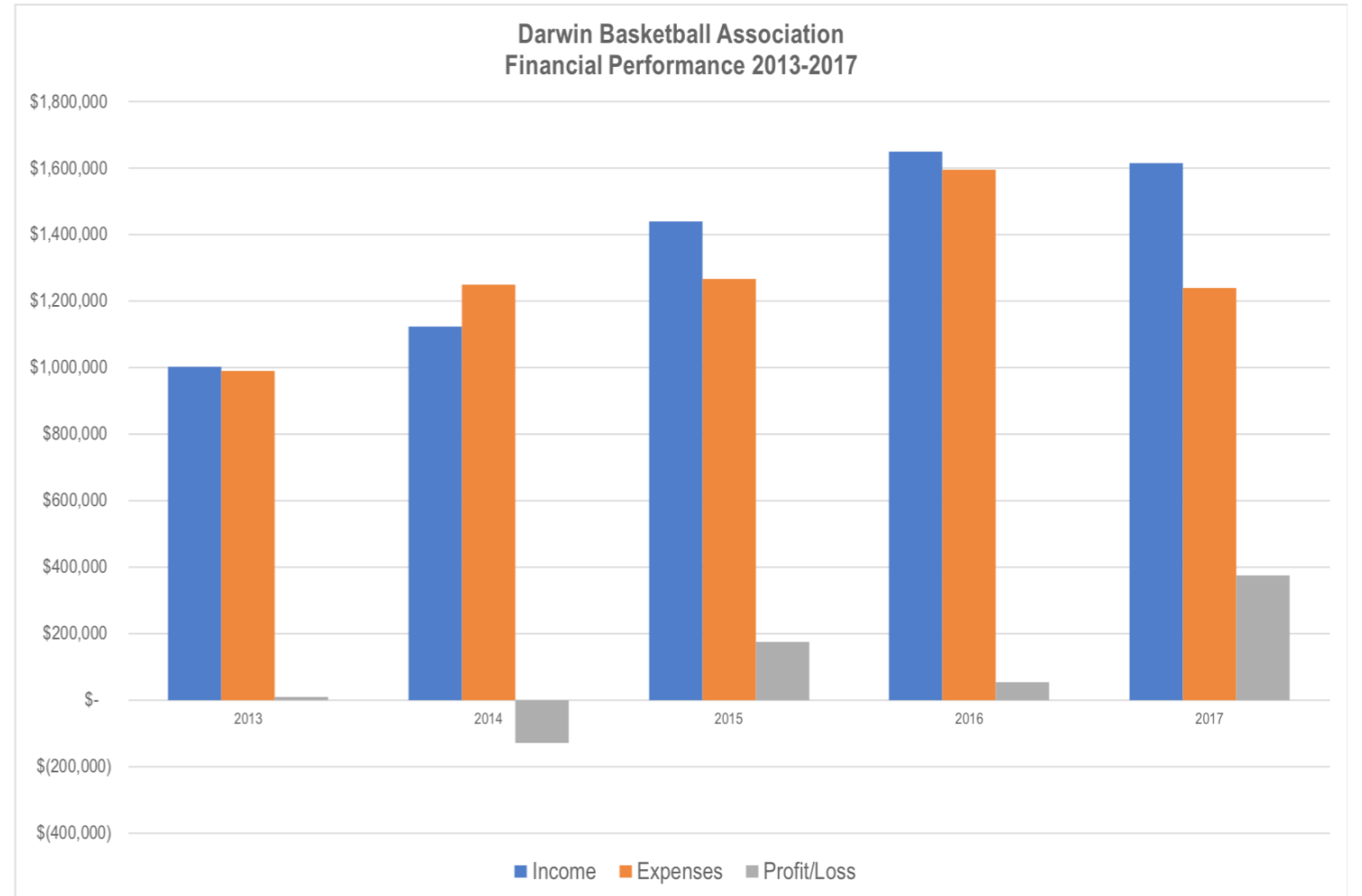


Source: http://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA71000?opendocument

2.3 Financial Position

The association's financial position has improved steadily over the past 3 years after a period of poor financial performance. In 2017, the association's major financial achievements included:

- 13.6% increase in court hire
- 5.7% membership increase resulting in an increase of 7.7% in entry fees and 12.9% in registration income
- \$200,000 in grant funding
- Finalisation of Australian Tax Office legacy debt of \$100,000



3. Strategic Context

This strategic plan has been developed in line with the requirements and operational guidelines set out by Basketball Australia and Basketball Northern Territory.

3.1 Basketball Australia Strategic Plan 2016-2020: To Tokyo & Beyond

The table below presents the four cornerstones of the Basketball Australia Strategic Plan, the national body’s aims in each of these cornerstones, and links to relevant actions in the DBA strategic plan.

Cornerstone	Aim	Application to DBA Strategic Plan
Our High Performance Programs	Our aspiration is to be recognised globally as having a world leading High Performance structure that continues to deliver world class athletes, coaches and referees. Many of the objectives contained in <i>Our High Performance Programs</i> will be included in the revised Basketball Australia High Performance Plan. We believe that our objectives in this cornerstone serve to position Basketball Australia as one of the leading Olympic national sporting organisations in Australia. We seek this position to ensure that Basketball Australia leads our sport in attracting first choice talent in staff, coaches, athletes and referees.	DBA is working towards developing high performance pathways for players, including options to expand into higher level representative competitions. The association is also committed to providing extensive training and education opportunities for coaches and referees to increase the skill level and quality of officials. Refer Action Table 4.3.1
Our Community Programs	Our aspiration is to position basketball as a sport that provides all Australian families with a fun, safe and quality environment for people of all ages and ability to play. Many of the objectives contained in Our Community Programs will be included in the revised Basketball Australia Participation Plan. We believe that our objectives in this cornerstone serve to position basketball as one of the best run sports in Australia. We seek this position to ensure that basketball supports our participants on their journey from the local courts to the biggest arenas in the world.	DBA supports all participants and prides itself on being an all-inclusive sport. Programs and competitions are structured to include all ages, abilities and male and female participants. Ancillary facilities to support participation including disability access and appropriate amenities for all members are provided to encourage wide-ranging participation. Refer Action Table 4.3.2, 4.1.9
Our Business	Our aspiration is to improve the ongoing financial stability to ensure that Basketball Australia can continue to lead our sport and invest in supporting our key stakeholders to deliver at the local level. We believe that our objectives in this cornerstone are crucial in rebuilding the trust and respect of our key stakeholders as we seek to position Basketball Australia as one of the most well run and well governed national sporting organisations in Australia. We seek the opportunity to position basketball as a sport that shares the wealth throughout its system from national programs to state based programs to local association programs. This cornerstone is the foundation stone that will help improve the health of our sport, build our communities and strengthen our national sporting identity.	DBA has reviewed its governance structure, operations and financial performance over the last five years and is taking steps to improve its financial management and long-term viability. Refer Action Table 4.2.1, 4.2.3, 4.4.1, 4.4.2, 4.4.3
Our People	Our aspiration is to model best practice governance, integrity and leadership at all levels of our sport. We believe that our objectives in this cornerstone serve to position Basketball Australia as an employer of choice and in turn basketball as one of the best run sports in Australia.	DBA has commissioned this strategic plan to guide its operations over the next three years to improve overall governance and facility management. The plan will provide structure and stability for all levels of volunteers, officials and staff. Refer Action Table 4.2.1, 4.2.4, 4.2.5

3.2 Basketball Northern Territory Strategic Framework 2012-2015

Basketball Northern Territory’s (BNT) mission is to grow basketball in the Territory. Given the high proportion of basketballers in the Northern Territory represented by DBA, the relationship between BNT and DBA must be close, with regular constructive communication and positive collaboration wherever possible for the benefit of the sport.

The table below presents the four priority areas of the BNT Strategic Framework, BNT’s proposed strategies under each of these areas, and links to relevant actions in the DBA strategic plan.

Priority Areas	Strategies	Application to DBA Strategic Plan
Laying the Foundations	<ul style="list-style-type: none"> Strengthen governance and independence Create collaborative relationships with key stakeholders Enhance research and data collection to increase the understanding of basketball participation. 	<p>DBA’s strategic plan outlines measured and planned strategies to improve the association’s governance, and to develop a successful and independent association into the future.</p> <p>Refer Action Table 4.2.1, 4.2.5, 4.2.6</p>
Building Capacity	<ul style="list-style-type: none"> Identify and embed key player coach and official pathways Position NT champs as an annual competition Contribute to national growth targets 	<p>This plan outlines recommendations for the improvement of player pathways, coach and official training and overall skill development. DBA is working towards raising the overall quality of performance to ensure its position as the premier association in the territory.</p> <p>Refer Action Table 4.3.1</p>
A Game for all Territorians	<ul style="list-style-type: none"> Enable programs to connect Territorians through basketball Develop active community partnerships 	<p>DBA will work closely with all clubs, associations and Basketball Northern Territory to strengthen partnerships to promote and progress the sport of basketball in the Northern Territory.</p> <p>Refer Action Table 4.3.2</p>
An Active and Healthy Northern Territory	<ul style="list-style-type: none"> Enable programs that inspire Territorians to adopt an active and healthy lifestyle through connecting with basketball Address partnerships with schools and after school communities 	<p>This plan recommends that DBA develop and deliver programs for people of all ages and abilities.</p> <p>Refer Action Table 4.3.2</p>



4. Strategic Plan

The four key focus areas identified as part of the strategic planning process include:

- Facilities
- Governance and Operations
- Membership and Participation
- Finance, Marketing and Sponsorship

The following visual strategic plan poster presents the key outcomes for each of these focus areas over the next 3 years. The action tables provide further actions, rationale and where appropriate, timeframes and costings, to achieve the identified outcome.

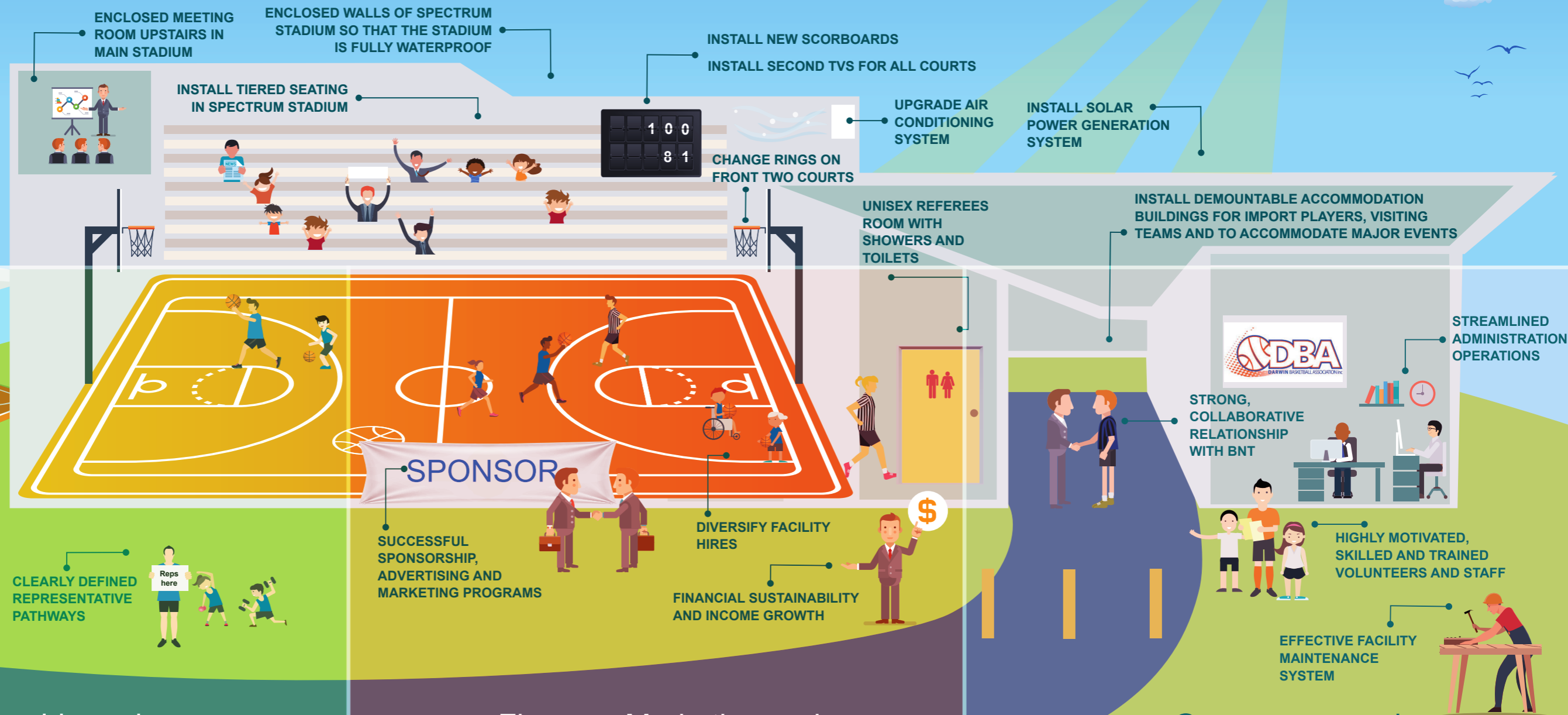
The visual plan can be used as a communication tool in its own right, separately from the action tables. It has the potential to engage widely with all association members and stakeholders, providing a pictorial representation of the association's identified strategic outcomes.



DARWIN BASKETBALL ASSOCIATION STRATEGIC PLAN 2018-2020

Facilities

PLANNED AND PRIORITISED FACILITY IMPROVEMENTS AND UPGRADES



Membership and Participation

Finance, Marketing and Sponsorship

Governance and Operations

4.1 Facilities

Outcome: Provide high-quality participation and ancillary facilities				
Actions	Rationale	Timeframe		Cost
		1-3 years	3-5 years	
4.1.1 Purchase two ticket machines	<ul style="list-style-type: none"> The project will remove the need for ticket sales staff reducing wage costs, and will allow a greater flow through of players 	✓		\$50,000
4.1.2 Upgrade to a full air conditioning system to service back courts and improve the system on the front courts	<ul style="list-style-type: none"> Currently only two courts are fully air conditioned. Current air conditioners are over 20 years old and are not energy efficient. The new air conditioner will cover all 5 courts The project will install a chill water air conditioner, which is energy efficient and the most effective system to cover the 5 courts, creating a long-term sustainable solution Improving air conditioning will greatly improve the playing and spectating environment, especially for juniors and elderly participants 	✓		\$600,000 - \$700,000
4.1.3 Install new scoreboards and shot clocks	<ul style="list-style-type: none"> Currently only visible from one side which creates an unfair advantage to one team as the opposing team is unable to easily see the score and time remaining Spectators are unable to see the scoreboard The upgrade is required to bring the scoreboard and shot clock up to national and international standard, which will allow more higher level games to be held at the association. Meeting national and international standards will allow the association to bid for the International Arafura Games 	✓		\$100,000
4.1.4 Construct two outdoor courts with shade sails	<ul style="list-style-type: none"> Make better use of the existing outdoor space as currently large areas are unused due to outdoor heat issues Add shooting stations to maximise usage 	✓		TBC
4.1.5 Construct unisex referees room with amenities	<ul style="list-style-type: none"> Referees are currently using an old toilet block as a temporary referee room. There is no partitioning, resulting in both male and female junior and senior referees utilising the one room The project will provide an additional room with separate areas for males and females with toilet and shower facilities. The existing room will be repurposed as a training space for officials Adequate facilities will help to retain and recruit officials, particularly females, as they will have an appropriate and dedicated space 	✓		\$70,000
4.1.6 Replace rings on two front courts	<ul style="list-style-type: none"> Upgrade current rings to meet competition standard requirements 	✓		\$8,000
4.1.7 Weatherproof courts including sealing the tops of louvers and padding bottoms, and installing waterproof material to act as a rain barrier	<ul style="list-style-type: none"> Currently Spectrum Stadium is not waterproofed and in regular times of heavy rain, games need to be cancelled. Rain enters the stadium through the louvers around the top of the stadium Waterproofing the courts will ensure consistency of play for the participants regardless of weather impacts This is a high-priority project that needs to be completed prior to the commencement of the 2019 wet season 	✓		\$100,000
4.1.8 Improve spectator seating	<ul style="list-style-type: none"> Install tiered seating to improve the current spectator area to increase community engagement and participation 	✓		\$20,000
4.1.9 Determine adequacy of disabled access to stadium and improve if required	<ul style="list-style-type: none"> Assess current disability access facilities and upgrade or construct where required to increase disability inclusion and participation 	✓		TBC
4.1.10 Construct demountable buildings to be used for import players and visiting teams. Buildings to include amenities, referees room and gym	<ul style="list-style-type: none"> Provision of adequate visitor facilities will increase the number of interstate and overseas visitors, including coaches and referees, providing options for skill and knowledge sharing between officials The project will create an ongoing income for the association through the hiring of facilities, will provide employment opportunities for maintenance and ancillary staff and will provide affordable access to basketball participation opportunities for communities and remote teams 		✓	TBC
4.1.11 Install solar power generation system	<ul style="list-style-type: none"> The association needs to adequately plan for the future and create a sustainable long-term solution for energy generation Increasing energy prices have to be factored into membership costs. Reducing the overall cost of electricity consumption will alleviate the need to pass rising costs onto members, thereby encouraging maximised participation 		✓	TBC
4.1.12 Enclose meeting room	<ul style="list-style-type: none"> The construction of an enclosed meeting room will provide a hireable space for training and education courses. Community groups that currently hire the facilities have no access to an enclosed meeting area and are required to meet outside The project will increase the multipurpose capability of the facility, creating a usable space for community groups, and providing additional income for the association 		✓	\$58,000

4.2 Governance and Operations

Outcome	Actions
4.2.1 Streamlined administration operations	<ul style="list-style-type: none"> ■ Work with Fox Sports Pulse to integrate more members services including membership cards, payments and team sheets into the current courtside app ■ Conduct a review of current association policies and procedures and update where necessary
4.2.2 Planned and prioritised facility improvements and upgrades	<ul style="list-style-type: none"> ■ Prepare a business case for large scale facility development projects eg. construction of demountable buildings
4.2.3 Effective facility maintenance	<ul style="list-style-type: none"> ■ Implement a facility maintenance system to ensure the adequate management of the association's current facilities and any future developments ■ Allocate resources to cover ongoing maintenance costs
4.2.4 Highly skilled and trained volunteers and staff	<ul style="list-style-type: none"> ■ Provide training, education and mentoring for appropriate volunteers and paid staff e.g. referees and coaches, volunteers and admin staff ■ Work with Basketball Australia to provide training clinics for referees
4.2.5 Up-to-date governance practices	<ul style="list-style-type: none"> ■ Provide governance training for board members and appropriate volunteers to ensure the association is operating in the most efficient and compliant manner
4.2.6 Strong, collaborative relationship with BNT	<ul style="list-style-type: none"> ■ Work with BNT to develop a consistent affiliation agreement for all basketball associations in the Territory. The agreement should outline BNT services and conditions of affiliation for associations

4.3 Membership and Participation

Outcome	Actions
4.3.1 Clearly defined representative pathways	<ul style="list-style-type: none"> ■ Establish a senior representative team ■ Provide opportunities for senior teams to compete in interstate competitions. Link with other state associations to secure invitations to state titles ■ Employ a Development Officer to improve representative pathway progression for players
4.3.2 Increased membership numbers	<ul style="list-style-type: none"> ■ Establish new programs to encourage membership from a wider section of the community. Programs and initiatives could include: <ul style="list-style-type: none"> • School-age programs to encourage new junior membership • Work with local schools to explore options to start a school-based competition • Hold annual or bi-annual come and try days ■ Establish and promote a social and women's competition ■ DBA should work with ParBA on a long-term plan for multi venues and grading systems

4.4 Finance, Marketing and Sponsorship

Outcome	Actions
4.4.1 Financial sustainability	<ul style="list-style-type: none"> ■ Regularly contribute to the association sinking fund and increase contributions based on income generated per year and programmed asset replacement costs
4.4.2 Income growth	<ul style="list-style-type: none"> ■ Seek external grant funding assistance to fund facility developments ■ Increase hiring of facility and courts <ul style="list-style-type: none"> • Explore options to provide an online booking and payment system
4.4.3 Successful sponsorship and marketing programs	<ul style="list-style-type: none"> ■ Appoint a sponsorship coordinator ■ Separate advertising and sponsorship so that a higher value is placed on sponsorship ■ Review the association's current sponsorship package offerings to determine if they are providing value for money to potential sponsors <ul style="list-style-type: none"> • Review advertising signage options. Wall signage could be included in lower tier sponsorship packages and floor signage in higher tier sponsorship packages ■ Continue to regularly update social media content with newsworthy and promotional items

