



DARWIN BASKETBALL ASSOCIATION STRATEGIC PLAN 2021-2023



CPR GROUP
connelly project resources



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1. INTRODUCTION

Darwin Basketball Association commissioned this strategic plan to guide the operations of the association over the next 3 years. The plan addresses participation, pathway development, facilities and equipment, finance, governance and administration and marketing and promotion.

The association successfully implemented the previous plan, *2018 Darwin Basketball Strategic Plan*. The new plan builds upon that success and continues to guide maximum growth and usage to ensure the long-term sustainability of the association.

Alongside the operational considerations, this plan is also an opportunity to inspire, motivate and communicate the association's culture and direction.

Preparation of the plan included Planning Workshops on 8- 9 December 2020 with board members and staff.

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 a change of standard to the courts and facility 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. CURRENT SITUATION

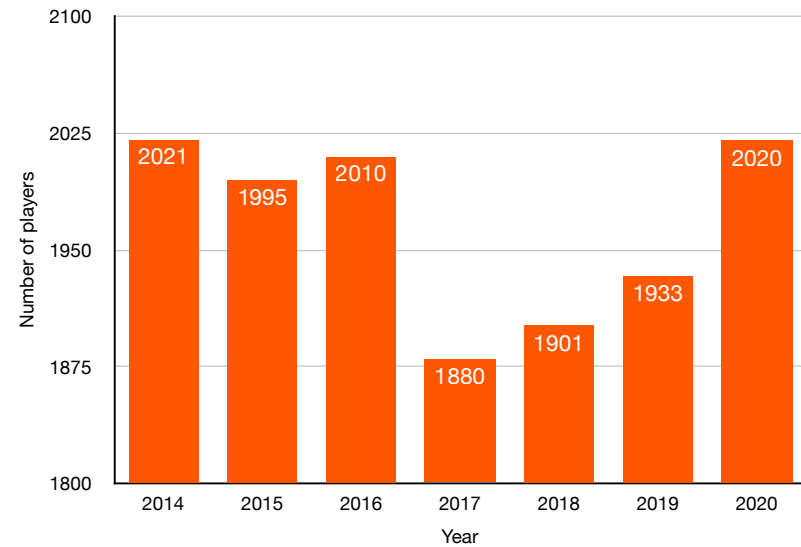
ORGANISATION PROFILE

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

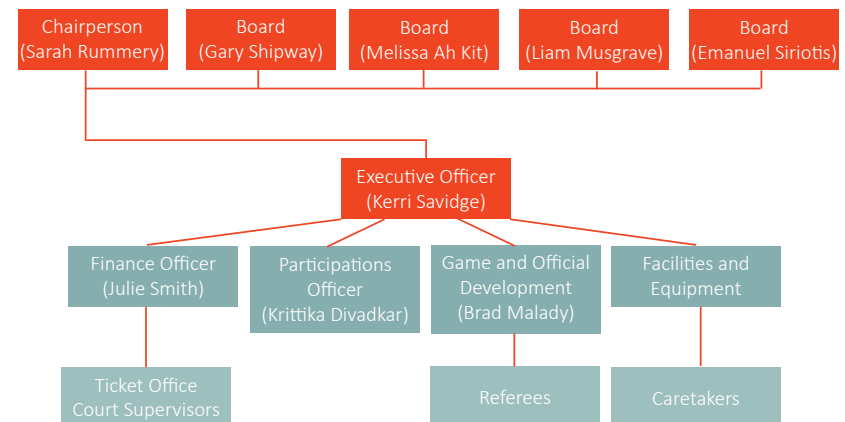
Contact Details	
Organisation Phone	(08) 8945 4666
Organisation Email	info@darwinbasketball.com.au
Website	www.darwin.basketball.net.au
Facebook	www.facebook.com/DarwinBasketball/
Preferred Contact and Position	Kerri Savidge, Executive Officer

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

Membership

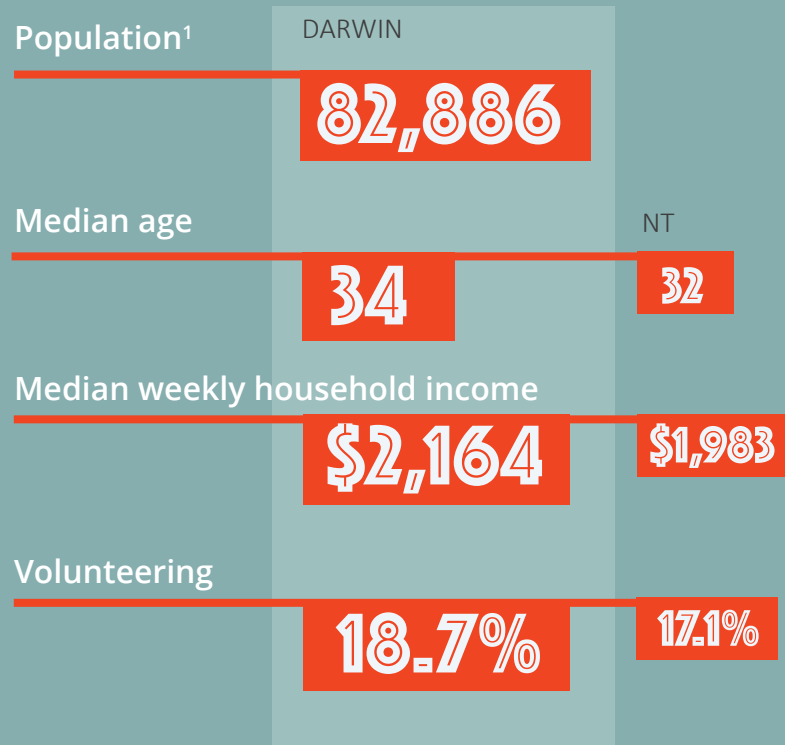


Structure



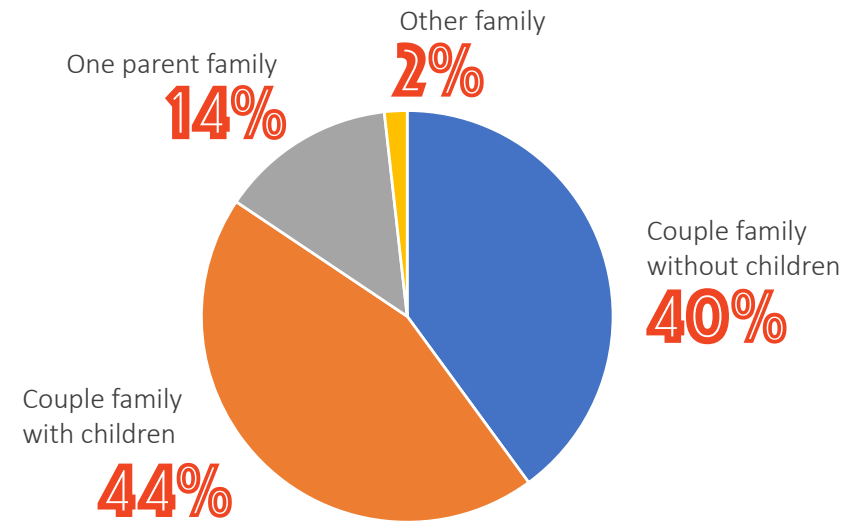
DARWIN DEMOGRAPHIC

Data from Australian Bureau of Statistics, Census of Population and Housing, 2016, Darwin LGA, except where otherwise noted.

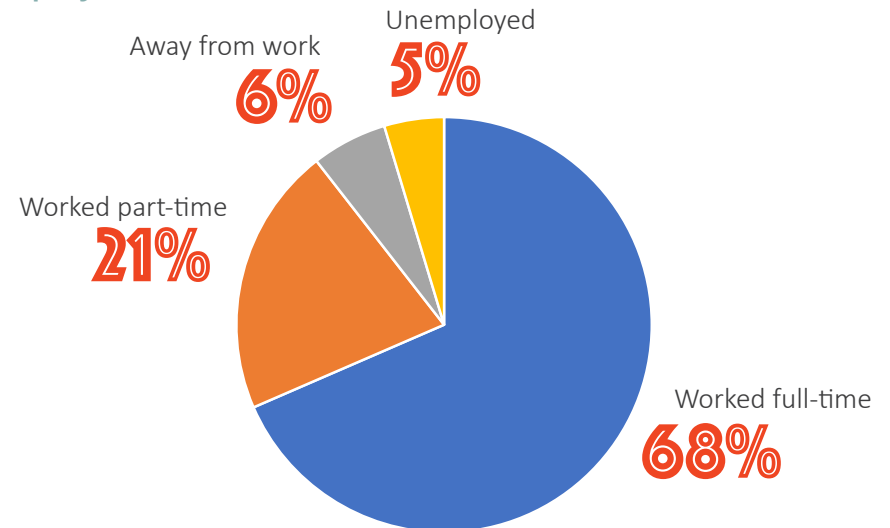


¹ Estimated Resident Population 2019, City of Darwin. Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0).

Family Composition



Employment rate



FINANCIAL POSITION

Darwin Basketball Association, during the years 2018 and 2019, successfully competed for significant grants to develop facilities and improve the sustainability of the association.

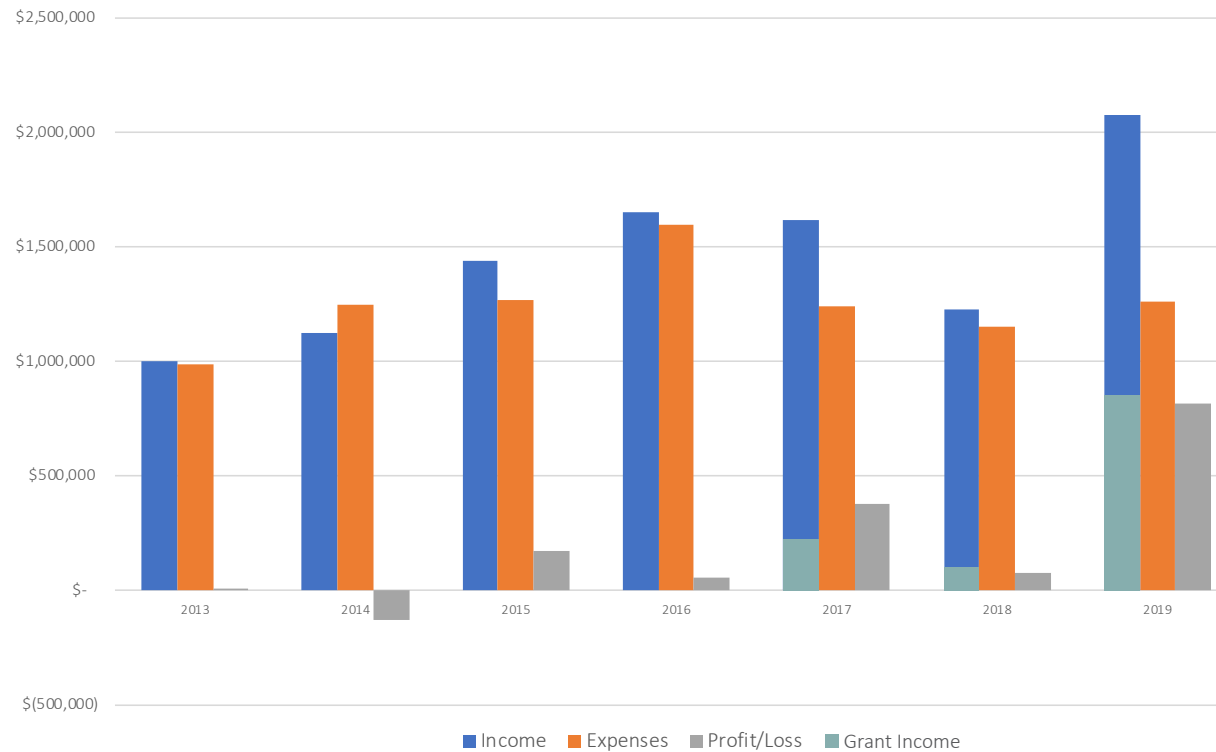
The grants received in late 2018 and 2019 included:

- » \$96,584 Facility and Capital Equipment (FACE) grant
- » \$333,975 Community Benefit Fund grant
- » \$47,920 SC grant
- » \$494,871 Commonwealth Government sports grant
- » \$26,598 Alcohol Secure grant

In 2019, the association received \$888,749 in grant income. Removing the grant income from the standard financial reports resulted in a net deficit of -\$68,296.

There are a number of contributing factors to the 2019 deficit including:

- » The required matching financial contribution by DBA to several of the grants
- » A decline in court hire revenue of around \$60,000
- » Additional expenses for the extremely popular Glory League coming to \$52,886
- » An increase to wages and salaries due to a new position which is expected to generate further income in the future



3. STRATEGIC

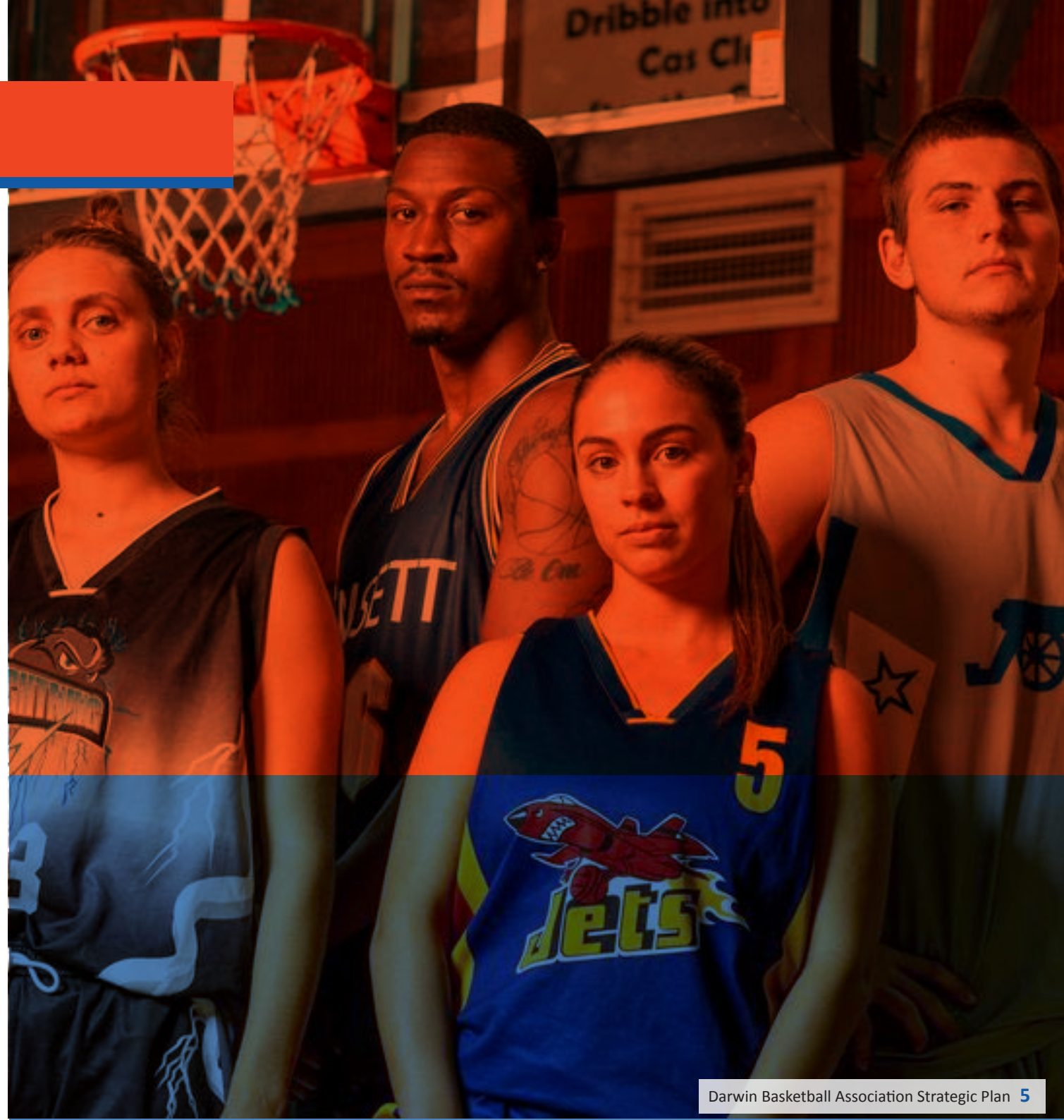
PLAN

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

- » Participation
- » Pathway Development
- » Facilities and Equipment
- » Finance
- » Governance and Administration
- » Marketing and Promotion

The visual strategic plan poster on page 6 presents the key outcomes for each of these core areas over the next 3 years. The action tables provide further actions 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.





PARTICIPATION

Our inclusive activities spark joy in everyone who plays

The Participation pillar provides an entry point into basketball for people of all ages, abilities and skill levels. Everyone's first experience with basketball is FUN!

We provide an exciting range of welcoming, inclusive programs, providing opportunities for more people to play basketball. There are amazing role models among our players, coaches, referees and administrators.

MARKETING AND PROMOTION

Our brand is basketball; our brand is family; our brand is celebrated; our brand is KNOWN

The Marketing and Promotion pillar makes Darwin Basketball Association the strongest sporting brand in the region

We maximise our social media presence and reach. We share our success stories through national, multi-platform recognition. We can live stream any games we like. We maximise our use of promotional technology, increasing external investment in DBA through sponsorship. Our fans are engaged and connected.



FINANCE

We are the financial point guards, investing in our basketball empire

The Finance pillar ensures our viability and long-term sustainability

We have the financial means to make continual investments in our facilities and equipment, programs, competitions and player and member satisfaction.

PATHWAY DEVELOPMENT

We create 'that moment' - that feeling you get when everything comes together: the game, the raving fans, the music. We create opportunities where you realise that anything is possible



The Pathway Development pillar empowers every member to achieve their potential

We provide strong, quality competitions that offer opportunities for skill development and administrators. We have competitive Darwin teams in external competitions. Our rising stars can be 'seen' and get better. Our competitions in Premier League and higher divisions are 'tight'. We have a 'DBA Cyclones Academy'.

FACILITIES AND EQUIPMENT

Our home is a place where you feel comfortable, safe and welcomed as a member of our family



The Facilities and Equipment pillar provides all of the 'things' we need to run basketball

We maximise athlete and spectator comfort, in all weather conditions, through increased seating capacity and air conditioning. We have elite, international-standard facilities and equipment that bring the world to us. We offer an elite training facility.

GOVERNANCE AND ADMINISTRATION

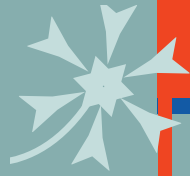
Our transparency, structure and member-centric approach make us the MVPs of sport in Darwin



The Administration and Governance pillar supports the efficient operation of our business through great systems and processes

Our processes are efficient and clearly defined. Our systems are transferable. We are compliant. Our board and staff are approachable. Members are heard.

PARTICIPATION



Our inclusive activities spark joy in everyone who plays

The Participation pillar provides an entry point into basketball for people of all ages, abilities and skill levels. Everyone's first experience with basketball is FUN!

Outcomes

We provide an exciting range of welcoming, inclusive programs, providing opportunities for more people to play basketball

There are amazing role models among our players, coaches, referees and administrators

Actions

Reduce the barriers to entry into basketball for talented kids who cannot afford to play by establishing a DBA Scholarship Program

Develop a school coach register and provide skill development opportunities for school-based coaches

Establish a competitive National Wheelchair Basketball League team from 2021/22

Run a DBA Junior Wheelchair Basketball Competition from 2023

Run a Wheelchair Aussie Hoops program from 2021

Commence a DBA Schools Competition for primary and middle school age children from 2022

Develop the DBA Scholarship Program for local kids who would rather play basketball than other sports, but do not have the means to participate

Commence the DBA Scholarship Program to support the community

Establish criteria for participating in the DBA Scholarship Program, including clear, ongoing behaviour expectations

Connect with kids' mentors at their schools

Following the success of the program's trial, seek additional government investment into the DBA Scholarship Program to increase the association's inclusion

Establish pathways for school kids to take up basketball early and to stay in the sport for the long term

Connect the Schools Competition to clubs by linking each school with a club. Club 'role models' can then encourage players from their schools to follow their 'heroes' to their club

Invest in basketball coaching education

Build the refereeing skills of school-based referees



PATHWAY DEVELOPMENT



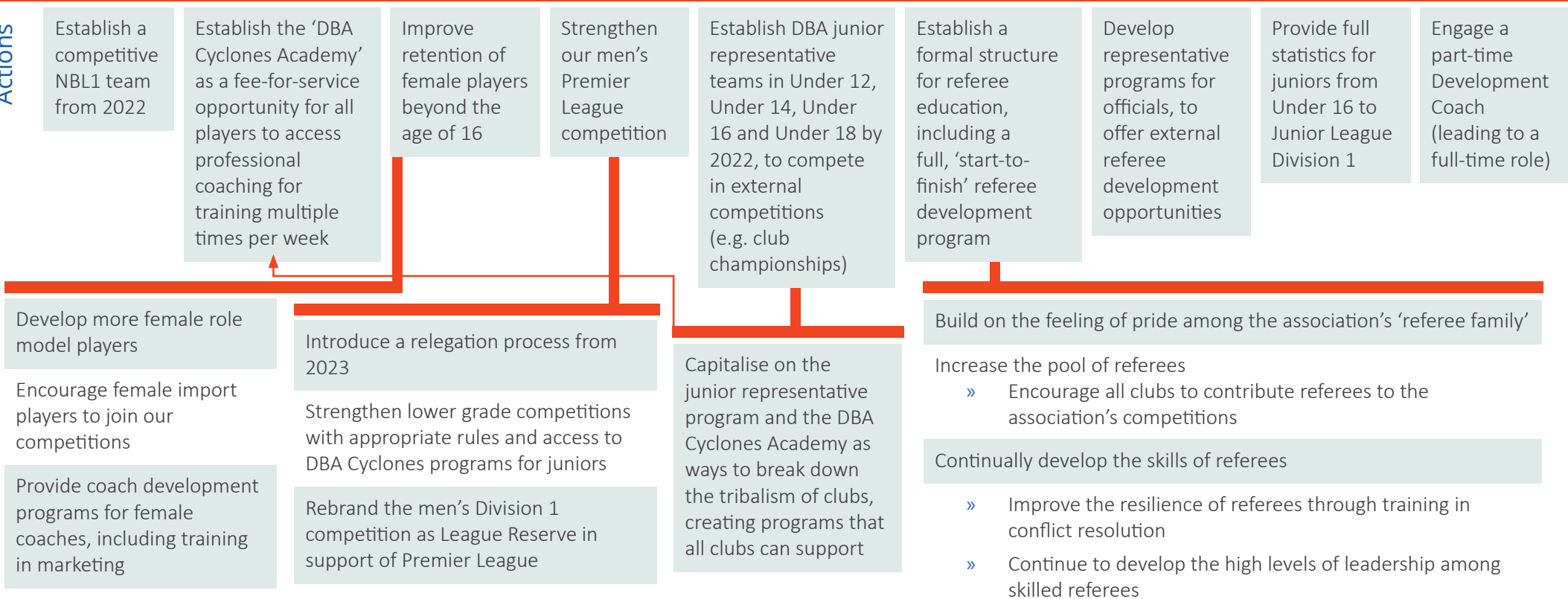
We create 'that moment' - that feeling you get when everything comes together: the game, the raving fans, the music. We create opportunities where you realise that anything is possible

The Pathway Development pillar empowers every member to achieve their potential

Outcomes

- We provide strong, quality competitions that offer opportunities for skill development and administrators
- We have competitive Darwin teams in external competitions
- Our rising stars can be 'seen' and get better
- Our competitions in Premier League and higher divisions are 'tight'
- We have a 'DBA Cyclones Academy'

Actions



FACILITIES AND EQUIPMENT



Our home is a place where you feel comfortable, safe and welcomed as a member of our family

The Facilities and Equipment pillar provides all of the 'things' we need to run basketball

Outcomes

We maximise athlete and spectator comfort, in all weather conditions, through increased seating capacity and air conditioning

We have elite, international-standard facilities and equipment that bring the world to us

We offer an elite training facility

Actions

Air condition Spectrum Stadium from 2021

Increase seating capacity in Spectrum Stadium from 2022

Rename Spectrum Stadium

Construct a new Show Court with gym, high-performance centre and up to 2,000 seats by 2025



FINANCE



We are the financial point guards, investing in our basketball empire

The Finance pillar ensures our viability and long-term sustainability

Outcomes

We have the financial means to make investments in our facilities and equipment, programs, competitions and player and member satisfaction

Actions

Increase sponsorship income to support our viable operation

Ensure that all stakeholders receive excellent returns on their investment

Support our informed decision making with rigorously developed budgets



GOVERNANCE AND ADMINISTRATION



Our transparency, structure and member-centric approach make us the MVPs of sport in Darwin

The Administration and Governance pillar supports the efficient operation of our business through great systems and processes

Outcomes

- Our processes are efficient and clearly defined
- Our systems are transferable
- We are compliant with our reporting obligations and relevant legislation
- Our board and staff are approachable
- Members are heard

Actions

Continue to build DBA's reputation as a sustainable employer

Ensure that every position, both voluntary and paid, is supported by a clear position description, expectations and anticipated time commitment

Maximise the value from DBA's tools (e.g. online booking systems, web platforms, customer relationship management systems)

Document DBA's systems and processes in manuals and videos, making them transferable to support efficient succession

Raise the level of professionalism of the governance of all clubs

Establish employee roles on the most appropriate and meaningful basis for each role (i.e. part-time vs. casual employment)

Maintain appropriate employment policies (e.g. leave management and remuneration)

Maintain employment systems that retain the right people in the right positions

Host quarterly 'Members' Forums'



MARKETING AND PROMOTION



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The Marketing and Promotion pillar makes Darwin Basketball Association the strongest sporting brand in the region

Outcomes

We maximise our social media presence and reach

We share our success stories through national, multi-platform recognition

We can live stream any games we like

We maximise our use of promotional technology, increasing external investment in DBA through sponsorship

Our fans are engaged and connected

Actions

Secure a naming rights sponsor for our home from 2022

Secure five gold-level sponsors from 2022

Develop a comprehensive digital marketing strategy, massively increasing our social media presence through our website, Facebook, Instagram and Twitter through a coordinated and strategic approach

Livestream every game through Glory League

Increase our engagement into Asia, with regular visits from Asian teams





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