



Whittlesea City Basketball Association

Strategic
Plan
2022 - 2025

Forward

The Whittlesea City Basketball Association (WCBA) strategic plan is a product of an extensive consultation process that included the following key stakeholders:

- ▶ WCBA Board
- ▶ WCBA Staff
- ▶ WCBA Junior Domestic Club Presidents & Representatives
- ▶ WCBA Pacers Representative Players & Coaches
- ▶ Basketball Victoria representatives
- ▶ City of Whittlesea representatives

A two-day workshop in February 2022 took place with the key stakeholders above, which was facilitated by Peter Eddy from Basketball Victoria, with the assistance of Connor Carey.

Following the workshop, a strategic plan working group was formed, consisting of three (3) board members, three (3) junior domestic club representatives, WCBA General Manager, Jason Kelly, and Peter to commence formulating the strategic plan from the information, ideas, and feedback from the workshop. Over the proceeding months, this working group, refined the plan to present to the WCBA Board for adoption.

On Monday 11 April 2022, the Whittlesea City Basketball Association (WCBA) Board was presented with the WCBA Strategic Plan for 2022 – 2025 from the strategic planning working group and, the plan was endorsed unanimously by the WCBA Board.

This Plan is a working document that will be reviewed periodically and, if required, amended to meet the changing environment to ensure that the WCBA becomes and remains a leader within Basketball Victoria and the Northern suburbs of Melbourne.



“The strategic plan is a significant step for the WCBA and our stakeholders. On behalf of the board, I thank the people who volunteered their time, ideas, and thoughts, to contribute to the plan and help shape the direction of the Association moving forward. As we come out of the pandemic, and the challenge of the impacted last two years, we now have a road map forward. This Plan will not only provide direction and priorities for the next three years, it will also ensure that the WCBA Board and WCBA administration team, are held accountable to its members, clubs and key stakeholders”.

David Hughes, WCBA Chairperson

Workshop Attendees

Alicia Allen	Boomers Basketball Club
Alicia Ashley	Referees Program
Anthony Dionis	Rebelz Basketball Club
Blair Colwell	Tribunal Convenor
Damian Lehmann	WCBA Board Member
David Hughes	WCBA President
Elena Close	Girls Coaching Coordinator
Jason Dirkx	Senior Pacers Player
Jason Kelly	WCBA General Manager
Jodi Harlow	Basketball Victoria
Jodie Howell	Boomers Basketball Club
Julie Wilson	City of Whittlesea
Kerry Ruston	Epping Storm Basketball Club
Connor Carey	Facilitator

Kirk Graham	South Morang Basketball Club
Leo Felicissimo	South Morang Basketball Club
Madison Jury	Senior Pacers Player
Michael Goulimis	Senior Men Pacers Coach
Michele Venn	Doreen Cougars Basketball Club
Nicole Smith	WCBA Board Member
Pam Dahlstrom	WCBA Secretary
Pam Hughes	WCBA Office Administrator
Rino Zancan	Doreen Cougars Basketball Club
Shaun Carey	Referees Program
Steven Russell	Mill Park Blazers Basketball Club
Theresa Waara	WCBA Board Member
Peter Eddy	Facilitator

Participation Statistics

- ▶ 11 March 2020, The World Health Organization declared the Coronavirus outbreak a Pandemic. 16 March 2020 Victoria entered its first "lockdown".
- ▶ WCBA competitions and programs were heavily impacted with constant "lockdowns" and basketball activities severely impacted.
- ▶ Comparing the Participation numbers pre-lockdown (March 2020) and the return to play (November 2021), we can see the impact on peoples choice to participate in basketball.

Participation 2020

	Junior Domestic (Autumn 2020)	* Senior Domestic (Summer 2019)	VJBL (20)	Big V (19)	Total
Teams - Male	206	120	13	2	341
Teams - Female	102	18	9	1	130
Teams - Mixed	36	20	0	0	56
Total - Teams	344	158	22	3	527
Players - Males	1927	1941	123	20	4011
Players - Female	949	128	85	17	1179
Players - Unspecified	1	0	0	0	1
Players - Non-Binary	0	0	0	0	0
Total - Players	2877	2069	208	37	5191
Coaches - Males	275	N/A	38	7	320
Coaches - Females	116	N/A	5	0	121
Coaches - Unspecified	1	N/A	0	0	1
Coaches - Non-Binary	0	N/A	0	0	0
Total - Coaches	392	0	43	7	442
Team Managers - Male	24	N/A	3	3	30
Team Manager - Female	116	N/A	21	2	139
Team Manager - Unspecified	1	N/A	0	0	1
Team Manager - Non Binary	0	N/A	0	0	0
Total - Team Manager	141	0	24	5	170

* Game Day (SportsTG) data

Participation 2021

	Junior Domestic (Spring 2021)	Senior Domestic (Spring 2021)	VJBL (22)	Big V (21)	Total
Teams - Male	117	141	9	2	341
Teams - Female	75	7	4	1	130
Teams - Mixed	23	17	0	0	56
Total - Teams	215	165	13	3	527
Players - Males	1570	1072	89	26	4011
Players - Female	672	132	36	10	1179
Players - Unspecified	2	9	0	0	1
Players - Non-Binary	1	3	0	0	0
Total - Players	2245	1216	125	36	5191
Coaches - Males	207	1	22	6	320
Coaches - Females	69	0	2	0	121
Coaches - Unspecified	0	0	0	0	1
Coaches - Non-Binary	0	0	0	0	0
Total - Coaches	276	1	24	6	442
Team Managers - Male	18	7	1	1	30
Team Manager - Female	94	1	10	2	139
Team Manager - Unspecified	2	0	0	0	1
Team Manager - Non Binary	0	0	0	0	0
Total - Team Manager	114	8	11	3	170



Junior Representative Program History (number of teams)

Year	Male	Female	Total
2022	9	4	13
2021	13	5	18
2020	13	9	22
2019	14	10	24
2018	19	11	30
2017	18	10	28
2016	15	8	23

Our Venues

- ▶ Mill Park Basketball Stadium
- ▶ Epping Leisure Centre
- ▶ Marymede Catholic College
- ▶ Mernda Central Primary School
- ▶ Mernda Park Primary School
- ▶ Edgars Creek Primary School
- ▶ Edgars Creek Secondary College





Competitions & Programs run in Whittlesea

Beginners

Aussie Hoops

Development

Pacers Academy
Referee Education Courses

Junior Domestic (based on Spring 21)

- Saturday Mixed Brumbies 8 & Under
- Saturday Mixed Colts 8 & Under
- Saturday Mixed Ponies 8 & Under
- Saturday Mixed Stallions 8 & Under
- Saturday U10 Boys
- Saturday U10 Girls
- Saturday U12 Boys
- Saturday U12 Girls
- Saturday U14 Boys
- Saturday U14 Girls
- Saturday U16 Boys
- Saturday U16 Girls
- Saturday U19 Boys
- Saturday 19 & Under Girls

Senior Domestic (based on Spring 21)

- Thursday Open Men Veterans
- Tuesday Open Men
- Tuesday Open Women
- Wednesday Open Men
- Sunday Open Men
- Sunday Open Mixed
- Monday Open Men Premier League
- Monday Open Men



VJBL 22

- Whittlesea U12 Boys 1
- Whittlesea U12 Girls 1
- Whittlesea U14 Boys 1
- Whittlesea U14 Boys 2
- Whittlesea U14 Boys 3
- Whittlesea U14 Girls 1
- Whittlesea U16 Boys 1
- Whittlesea U16 Boys 2
- Whittlesea U16 Boys 3
- Whittlesea U16 Girls 1
- Whittlesea U18 Boys 1
- Whittlesea U18 Boys 2
- Whittlesea U18 Girls 1

Big V 22

- Division 2 Men
- Youth League 2 Men
- Youth League 2 Women

Values Statements



Respect

We will value all views and opinions and be accountable and responsible to each other.

Excellence

We will be leaders in governance, be innovative and always strive to be the best we can be.

Integrity

We will be loyal to our members, participants and the community with open and honest communication.

Flexibility

We will create a flexible and responsive environment and aim to improve performance across all aspects of our organisation.

Inclusivity

We will be welcoming and create a safe and supportive environment inclusive of all within our community.

Sustainability

We will work together to ensure the long term viability and continuity of basketball in Whittlesea.

Purpose Statement

Empowering people positively through basketball

by providing a respectful, diverse environment that is inclusive of all abilities to promote participation and pathways.





Explanation of Development

- ▶ Through consultation with the Stakeholder Working Group, and Workshop Sessions, 6 'Key Focus Areas' (KFA) were developed to strengthen the position of the WCBA to deliver outcomes under the Purpose Statement.
- ▶ Within each Key Focus Area, 'Key Performance Indicators' (KPI) have been identified.
- ▶ For each of the Key Focus Areas, 'Actions' will be undertaken which are aligned with KPI's.
- ▶ Responsibility for some Action items are under consultation and timelines are aspirational and may be subject to adjustment as influenced by KFA 1- Organisational Development.



How to read the Strategic Plan?



Key Focus Areas

- 1** Organisational Development
- 2** Participation
- 3** Marketing
- 4** Pathways
- 5** Engagement
- 6** Infrastructure



Key Focus Areas (KFA 1)

1. Organisational Development			
Key Performance Indicators	Target		
1. Strategic Plan			
2. Governance / Board Structure / Charters			
3. Organisational Structure			
4. Succession Planning			
Actions (Number on point relates to KPI number)	Responsibility	Timeline	Status
1. To work with Basketball Victoria to have an approved strategic plan in place by April 30th, 2022, and then roll out implementation May 2022 - March 2025	SP Sub Committee	May 2022	
2a. Consider BV Association constitution template for adoption with local additions. Special General Meeting required to consider a new Constitution (reissued 19/3). Board / SGM May 2022			
2b. Consider and adopt a membership profile that reflects one member - one vote (as per BV draft template)	Board	May 2022	
2c. Consider a policy which proposes that board members have maximum fixed terms of service (eg: Total Maximum of 6 years. 2 terms x 3 years) – AusSport guide (would require Constitutional amendment if approved). Board February 2023			
3a. Subject to adoption of new constitution, endorse Org Structure, establish appropriate charters and delegated authority for board, sub committees and GM / Board June 2022			
3b. Board to review legal structure of WCBA / Whittlesea Pacers with a view to establishing one legal incorporated entity to manage all operations Board / SGM August 2022			
3c. General Manager to review all staff positions against new organisational structure and make recommendations to the Board for any changes GM July 2022			
4. Board and club workshop to understand and implement a succession planning policy for all areas of the association and clubs. Focus on skill matrix and diversity.	Board / Reps from Clubs	Sept 2022	
5. After Board and staff structure review progress to development of formalised relationships between Association and Clubs that provides clear communication lines – both ways. Also to consider clear transparent lines of communication from Assoc – direct to members as well as to clubs.		July 2023	

STATUS: ■ COMPLETE ■ ON TARGET ■ ATTENTION REQUIRED ■ BEHIND TARGET

Key Focus Areas (KFA 2)

2. Participation			
Key Performance Indicators	Target		
1. Female Participation			
2. All Competitions - including introductory pathways from Aussie Hoops to competition for all abilities – target of 5% growth off pre COVID levels.			
3. Tournaments			
4. Clinics and Camps			
5. Retention "Currently no Actions recorded. Identified actions aligned to KPI "all competitions" 2.2. KPI retained for consideration in future reviews of Strategic Plan.			
Actions (Number on point relates to KPI number)	Responsibility	Timeline	Status
1a. Establish a development plan that focuses on growth and moving towards gender balance for athletes and officials over the life of the plan.	GM	December 2025	
1b. Develop a recruitment and team placement (locations / balance) strategy for new members- 100% of new member enquiries to be answered within 3 days in season.	GM	July 2022	
1c. Develop a profile of all association and club roles to identify opportunities to build an increase in volunteer participation - 10 new WCBA volunteers after 12 months	GM	December 2022	
2a. Establish a small focus group of Club and Board officials to review all SWOT elements relating to competitions and agree on the best way to operate our competitions	GM	May 2022	
2b. Review 2019 team membership numbers, conduct audit of teams no longer participating to encourage their return & plan to return all junior competitions to 2019 numbers	GM	September 2022	
2c. Once team numbers are returned to 2019 figures plan to increase team numbers by 5% by September 2023 (Strive for annual retention rate for 90% + new players)		September 2023	
2d. Work with BV's Multi cultural and Inclusiveness team and the Whittlesea Council to actively promote and encourage engagement programs that increase participation from these sectors-one event per quarter from Sept 2023		July 2023	
2e. Plan, develop and implement a diverse range of community social activities / competitions (walking basketball, all abilities programs appropriate for age, etc.) (Create an after school training program run by experienced players and coaches for all abilities athletes		July 2023	
3a. Review existing tournament offer managed by association (April 2022) and plan covid recovery promotion of this event to build numbers for 2023	GM	September 2023	
3b. By Summer 2024 have considered the feasibility of establishing a new tournament event and/or competition	GM	Nov 2023	
4a. Seek funding support to allow a clinic program across primary schools in LGA to introduce the sport to as many children as possible.	GM	Jan 2023	
4b. Annually produce a full calendar of holiday camps, accreditation and development programs for new members, domestic and representative players and officials	GM	November 2022	
4c. Establish five (5) new Aussie Hoops programs within local primary schools in the LGA and then annually introduce three (3) new Aussie Hoops programs over the life of this plan.	GM	October 2022	

Key Focus Areas (KFA 3)

3. Marketing			
Key Performance Indicators	Target		
1. Raising the profile			
2. Brand Awareness			
3. Promotion of all programs			
4. Networking with other associations			
Actions (Number on point relates to KPI number)	Responsibility	Timeline	Status
1a. Establish a marketing sub committee that includes responsibility for developing a marketing & promotion plan		September 2022	
1b. Annual marketing communications and media plan to have a clear chain of authority as to who speaks on behalf of the organisation		September 2022	
1c. Promote our social media pages and improve social media engagement of 25% by mid 2023 (Engagement defined as likes and comments on posts)	GM	June 2023	
2. Review all aspects of our operations to update our brand image - logo, merchandise, promoting our Purpose Statement, values etc.		September 2022	
3a. Plan quarterly reviews of our communications and social media processes specifically as they relate to our competitions and programs.		September 2022	
3b. All marketing and awareness campaigns are run through social media and directly to clubs and members (all participants) by September 2022		September 2022	
4. By January 2025 have a plan to start working with other North West metro associations on projects of mutual benefit to help grow participation and in lobbying for additional facilities.		January 2025	

Key Focus Areas (KFA 4)

4. Pathways			
Key Performance Indicators	Target		
1. Education and Training			
2. Accreditation			
3. High performance / Elite Programs			
Actions (Number on point relates to KPI number)	Responsibility	Timeline	Status
1a. Plan Nov'22 to commence in January 2023 regular club coaching clinics to attract new coaches and upskill existing coaches - start with two annually and grow to 4 by 2024	GM	November 2022	
1b. Conduct 4 Green shirt programs per annum commencing from Term 2 2022 - one per school term - create an annual schedule in Calendar	TOC	May 2022	
2a. Host a level 1 referee course by January 2023 then 2 schools annually - create an annual schedule in Calendar	TOC	January 2023	
2b. Prepare an annual referee accreditation plan for all levels of referee education and accreditation - create an annual schedule in Calendar	TOC	October 2022	
2c. Prepare an annual Score table / stats accreditation plan and support accreditation courses for these volunteers - create an annual schedule in Calendar		February 2023	
3a. Create a Rep ready program for identified domestic players who aspire to be at the next level - create an annual schedule in Calendar	DOC / CLUBS	July 2022	
3b. Conduct a review of Rep program and recent decline in numbers and initiate recovery action to rebuild rep program. Consider exit interview system for future athletes who leave the program.	GM / REP COMM	October 2022	
3c. Provide fee for service holiday camps for existing rep players looking to take their game to the next level - two camps per year leading to rep tryouts	REP	July 2023	

STATUS: ■ COMPLETE ■ ON TARGET ■ ATTENTION REQUIRED ■ BEHIND TARGET

Key Focus Areas (KFA 5)

5. Engagement			
Key Performance Indicators	Target		
1. Communication			
2. Volunteer Base			
3. Technology			
Actions (Number on point relates to KPI number)	Responsibility	Timeline	Status
1a. Once sub committees and delegated charters are approved and operational, consideration to be given to quarterly meetings between club delegates and GM		October 2022	
1b. Workshop of club delegate representatives (3) to develop a sample template that guides communication from clubs to both Association and to members		December 2022	
2a. Association and clubs to work together to develop volunteer position description templates for all key roles within the Association (including for events)		December 2022	
2b. Host a social get together for all volunteers as a thank you and also as an opportunity to share details of the association strategic plan and seek their support		July 2022	
2c. Both association and clubs to identify key volunteer vacancies and to initiate a recruitment campaign for returning and new volunteers		July 2022	
3a. Complete an audit of current I.T assets and resources and assess any shortfalls or surplus needs that limit the day to day operations of the WCBA and / or can improve and enhance efficiency	GM	April 2022	
3b. Once I.T. audit is completed, a budget plan is to be developed over 2022-23 to provide maximum benefit for all - Refer to Jason Dirx comments in attachment		May 2022	

STATUS: ■ COMPLETE ■ ON TARGET ■ ATTENTION REQUIRED ■ BEHIND TARGET

Key Focus Areas (KFA 6)

6. Infrastructure			
Key Performance Indicators	Target		
1. Schools			
2. Current Facilities			
3. Management Opportunities			
4. Advocacy			
Actions (Number on point relates to KPI number)	Responsibility	Timeline	Status
1a. Identify and look to position basketball in all new indoor school stadiums as they are developed – ongoing			
1b. Review all schools in LGA with suitable courts & develop a plan to position Clubs by geographic location in schools to build recruitment & training opportunities.	GM & CLUBS	April 2023	
2. By February 2023 encourage schools without courts to use basketball venues to build sports programs with support of Association - Govt funding ??		July 2023	
3. Work with BV and WCBA to build potential for WCBA to be capable of considering venue management opportunities - ongoing	BV / BOARD	Ongoing	
4. Prepare an Advocacy document that is reflective of our Strategic Plan and positions WCBA as a leading sports body in our area	BV / BOARD	July 2022	

STATUS: ■ COMPLETE ■ ON TARGET ■ ATTENTION REQUIRED ■ BEHIND TARGET





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