

**BALLARAT BASKETBALL ASSOCIATION INC.
BUSINESS PLAN FOR SEPT 2007 – AUGUST 2010**

MISSION STATEMENT

“ To actively promote basketball and other recreational activities and encourage participation by providing facilities, programs and services for all.”

OUR OBJECTIVES

- To promote and enforce the principles of good sporting behaviour
- Encourage enjoyable participation by providing competitions, programs and services
- Develop competitions that are balanced and even
- To promote and profile our community service programs and activities
- To promote, develop and maximise use of our facilities and services by the broader community
- To broaden the financial base of the Association through activities complimentary to the Association’s constitution
- To ensure a balanced development of our facilities and amenities for all members and the broader community
- To measure and report the progress of objectives regularly

KEY AREAS:

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|----------------------------------|---------------------------------|
| 1. Basketball | 2. Minerdome Sports Club |
| 3. Venues and Maintenance | 4. Events |
| 5. Finance | |

1. BASKETBALL

1.1 Education & Participation

1.1.1

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| Objective: | Develop greater club to school links |
| Strategies: | <ul style="list-style-type: none"> ▪ Review current club zoning program and track effectiveness ▪ Work with enthusiastic and willing clubs to offer recruitment programs that attract players to those clubs as regular weekly competition participants |
| KPI's: | <ul style="list-style-type: none"> ▪ Survey of results (numbers participating and number who progress to BBA competitions) |
| Who: | E & P Manager |

1.1.2

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| Objective: | Recruit and train more club and Representative team coaches |
| Strategies: | <p>Build relationship between CDO and club level coaches</p> <p>Establish a email news database for as many coaches and potential coaches as possible</p> <p>Establish and promote “Ask the Coach” section on BBA website and encourage players, parents and coaches to use this facility</p> <p>Identify club coaches with potential to train and coach at higher levels and encourage them to consider an involvement in coach network and with representative program</p> |

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| | <p>Set up an accreditation register for coaches which also includes child protection requirements</p> <p>Target junior players and encourage them to learn the skills of coaching as a career path for future voluntary involvement.</p> |
| KPI's: | <p>Aim to have 100 coaches on database by June 2008</p> <p>Coach accreditation course (level 0 / 1) attended by 15 coaches twice yearly</p> <p>Coach seminars / information days – 4 per annum - 2 hour sessions)</p> <p>Be able to fully resource BRP junior coaching staff for 07/08 season</p> |
| Who: | E & P Manager with Coach Development Officer |

1.2 Referee Program

1.2.1

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| Objective: | To have two officials on all games |
| Strategies: | <p>Review current competition profile and determine number required to handle match volume allowing for leave, injury and work commitments.</p> <p>Identify those officials whose commitment, ability or enthusiasm create a negative impact on the Association and on the satisfaction of participating members</p> <p>Target junior officials for intensive training / assessment program who can be developed as longer term role models for our referee body</p> <p>Develop an ongoing promotion and advertising campaign to recruit referees</p> |
| KPI's: | <p>Net increase of 6 officials per season</p> <p>Increase in higher level accreditation base over next two years.</p> <p>Increase in number of officials continuing in the sport in the 17 to 25 age bracket</p> <p>Full rosters and back-up / on call system in place (ongoing)</p> <p>Accurate database of members, gradings, accreditation and availability (in place)</p> |
| Who: | Basketball Manager with RDO and RAG |

1.2.2

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| Objective: | Ensure that 10 commandments policy is actively enforced and supported |
| Strategies: | <p>Review competition standards and behaviours and ensure that referees are supported and that their right to a rewarding and enjoyable recreational experience is no less than that of playing members.</p> <p>Develop an education program for players and parents of Saturday competitions to actively discourage offensive or overtly aggressive behaviour towards referees, coaches or players</p> |
| KPI's: | <p>Review of habitual poorly behaved teams / players and an action plan to address inappropriate behaviour or to remove such teams / players from our competitions</p> <p>Review monthly all behavioural complaints and monitor trends in behaviour</p> <p>Assess impact of Saturday competition behaviour education program to determine if it should be taken to Friday night competition as well.</p> |

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| Who: | Basketball Manager with RDO and RAG |
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1.2.3

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| Objective: | Bring the operation and management of Referee operations up to standard of competitions and player development |
| Strategies: | <p>Further develop the Referee Advisory Group with defined role & responsibilities with a charter to support a change in the culture and standards of our referee's late 2006/07</p> <p>Set a three-year masterplan for education, accreditation and standards to meet requirements and expectations of our referees, our playing members and clubs. (Progress plan set March 2007 by RDO and currently under review within Basketball Department).</p> |
| KPI's: | Referee body with a professional image and reputation (improving) |
| Who: | Basketball Manager, Referee Development Officer and Referee Advisory Group |

Additional recommendations from Referee Advisory Group:

1.2.4

Positively market referees and refereeing to the basketball community:

- by running a monthly marketing campaign featuring local referees and points of emphasis for that month
- by highlighting rules and rules knowledge within that campaign

KPIs: One marketing poster per month to end of 2008 and then review

1.2.5

Positively market rules knowledge and the referee role in upholding the rules:

- by running a marketing campaign featuring local refs and typical play situations

KPIs: One marketing poster per month to end of 2008 and then review

1.2.6

Communicate effectively to the referee community about the local by-laws, reporting procedures and complaints procedures:

- by publishing quarterly newsletters including this information
- by simplifying the reporting and complaints procedures and publish these in the venues and on the web
- Holding regular referee meetings and training sessions for both new and experienced referees

KPIs: 2 newsletters per season; simple docs about procedures developed; 2 referee meetings per year; 2 training sessions per year

1.2.7

Build a strong base for young referees to grow their skills locally with enjoy career path opportunities:

- by updating the referee handbook to include updated knowledge and rules development
- by publishing other tournaments and opportunities for referees
- by publishing career path info in handbook

KPIs Revised Handbook each year; 10% of referees to attend other tournaments

1.2.8

Strengthen the local basketball community's response to and understanding of officials, roles and responsibilities:

- by increasing our communities understanding of the role of officials and the rules they work to enforce
- by establishing a rewards/discipline system regarding the positive treatment of referees
- by establishing a feedback and review system whereby the community can comment on referee standards
- by increasing contact and communication with other subcommittees

KPIs Trial a rewards/discipline system regarding the positive treatment of referees by the end of next season; referee representatives on at least one other subcommittee; shared email groups established across the subcommittee structure.

1.3 Competitions

1.3.1 A Grade

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| Objective: | Continue to improve level / evenness of competition and standard of A Grade game presentation |
| Strategies: | <ul style="list-style-type: none"> ▪ Encourage all clubs meet set uniform, scorable and player (numbers) requirements every season – Competition Supervisors and Referee Development Officer to actively promote these standards. • Aim to have a minimum of five clubs in both A Men and A Women competitions every season |
| KPI's: | <ul style="list-style-type: none"> ▪ Results / player numbers survey at end of each season • Review of weekly standards reports on A Men and Women – dress/scorers etc by Basketball Manager and follow-up action as required including end of season summary report. |
| Who: | <i>Basketball Manager, Strategic Planning and Rules Committee</i> |

1.3.2 Competition Expansion

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| Objective: | Increase numbers in basketball competitions |
| Strategies: | <ul style="list-style-type: none"> ▪ Maintain and grow Sunday night social competition as an entry level for social competition ▪ Targeted advertising campaign for our competitions ▪ Work more closely with clubs to assist in developing their capacity to manage playing numbers and coach / manager support services ▪ Target gaps in competition schedule and identify areas of potential growth in senior and junior competitions |

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| | <ul style="list-style-type: none"> ▪ Look to promote a business houses corporate competition over a two week period in July each year linked to social activities in Sports Club |
| KPI's: | <ul style="list-style-type: none"> ▪ New players / teams entered as a result of these activities each season. |
| Who: | Basketball Manager, and Coach Development Officer |

1.3.3

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| Objective: | Enhance member information services and opportunity |
| Strategies: | <ul style="list-style-type: none"> ▪ Continue to improve the quality and quantity of information available on our website. ▪ Develop the Prowess basketball competition program software or replace it with the new BA recommended software program to provide an efficient fixture, results, and ladder and information service – review underway – final decision on way forward for 2008 by 30/10/07. ▪ Provide an accurate Basketball Membership database, which can be made available to clubs for authorised member contact – ongoing ▪ Establish a team contact e-mail list for all basketball and netball teams playing in our competitions to help clubs get important information to members via one person in each team – now complete – Basketball Manager to maintain accurate listing. ▪ Promote competitions through higher exposure of competitions and programs in Sports Club environment. • Through Club Development Program provide financial support for development and maintenance of club sites. |
| KPI's: | <ul style="list-style-type: none"> • Audit of all member services by December 2007 • Website test for currency and accuracy of basketball information • Member survey audits |
| Who: | <i>Basketball Manager</i> |

2 MINERDOME SPORTS CLUB

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| <p>MSC Focus</p> <ul style="list-style-type: none"> ➤ To be recognised as a market leader in customer service presentation and Community involvement. ➤ To encourage loyalty through fair promotional practice and responsible service of gaming. ➤ Develop our customer service as a point of difference through the application of the VPS program ➤ Understand our core business and employ the necessary fundamental tools of marketing, product knowledge, partnership resources and communication to successfully grow that core business. ➤ To ultimately encourage a philosophy of customer first |
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MSC Background

The MinerDome Sports Club is located in the suburb of Wendouree, which houses 13% of Ballarat's population in its 5km-catchment and houses a total of 38% of the greater Ballarat population.

The greater Ballarat population is expected to grow by some 15% to around 104,000 by 2021 and the MinerDome is well placed to take advantage of that growth. The club is a destination for a broad

demographic with the potential to continue to culture and grow the 18 to 40 age groups whilst recognising, and understanding the needs of its older members.

The establishment of our ground floor Club has been welcomed by our older club members, eliminating the need for stairs, while converting our lift into an internal facility that will no longer require staff assistance for its operation.

Through strong branding, promotion and the best available product we look forward to increasing our current market share from 4.6% to 7%.

We have reached agreement with the City of Ballarat to have a further 33 angle parks included along Grevillea Rd directly opposite the Minerdome. The Association has committed to funding part of this project in the 2007-08 year.

The Association has restructured both its management and staff to further enhance our customer philosophy, industry knowledge, market research skills and focussed strategies designed to achieve Key Performance Outcomes for the MSC.

The new club is not only a substantial financial investment for the Association it is also an investment in the community and the development of key staff within the organisation. Our ambition is to achieve real long-term increases that benefit the Association, our community and our business partners. We intend to grow this business in real terms to benefit our partners and the association.

This will be achieved through a point of difference!

- The future is about our customers
- Knowing them is our priority
- Understanding their needs is a must

That point of difference will be ***Customer Service***.

In the past three months we have employed a process of self-analysis.

- Established who our competitors are.
- Identified our strengths and weakness
- Profiled our customer
- Evaluated our geographic and demographic position

We now look forward to an exciting future, with a new club, new product, and a new expanding market place that can only grow through structured marketing and real commitment to customer service.

Minerdome Sports Club - Analysis

Strengths

- Well appointed smoking areas
- 35 Tabaret EGM's
- TAB Wagering
- Tabcorp Marketing
- Tabcorp Training
- Broad market demographic
- Strong community relationship
- Strong Corporate ties
- Clear working relationship with local council
- Destination venue

Weakness

- Regional caps
- Branding confusion

- Parking
- Location
- Regulatory restrictions

We believe our strengths outweigh our weakness, but recognise that we can find opportunity where weakness presents.

- Strengthen our Branding
- Pursue opportunity for increased parking
- Promote our location and make it visible to the broader population

Opportunity will be realised in the total venue package, which includes gaming, wagering, bars, food, leisure and entertainment.

The club is well positioned to increase its market share through sound knowledge, exceptional customer service, Product and support from Tabaret and Tabcorp wagering.

2.1

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| Objective: | Increase Loyalty participation from 16% to 32% |
| Strategies: | Train and develop greater staff awareness of Loyalty program and its benefit to MSC Offer staff incentives for achieving set targets Promote MSC through targeted exposure of facilities and services in basketball environment – Barry Machine Promotion to be first trial of this in Sept 2007. |
| KPI's: | Increase participation from 16% to 32% |
| Who: | <i>MSC Manager</i> |

2.2

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| Objective: | Increase club social membership (excluding basketball members who hold dual membership) |
| Strategies: | Greater promotion of club rules and sign in / membership requirements for clubs Special membership recruitment drives among gaming visitors and local area neighbourhood |
| KPI's: | Increase from 400 social memberships to 1000 social memberships |
| Who: | <i>MSC Manager</i> |

2.3

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| Objective: | Increase both our gaming and wagering market share by 3% |
| Strategies: | With our business partners develop in house promotions to attract new business Up skill and fully accredit staff so that they are both competent and efficient in servicing staff Create a strong team emphasis for staff which focuses on customer service and delivering a positive experience for the member |
| KPI's: | All staff fully accredited for RSA, RSG and Wagering All staff to be assessed to ensure that they have an understanding of the importance of, and willingness to, make our customers their number one priority |

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| Who: | <i>MSC Manager</i> |
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2.4 Sports Club Information Services

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| Objective: | Improve our use of technology to reach our target markets and to promote MSC facilities and services |
| Strategies: | <p>Improve the quality and quantity of information available on our website that promotes the MSC.</p> <p>Refine and maintain an accurate MSC Membership database for authorised member mailouts and promotions and for R & R Program</p> <p>Promote basketball and netball competitions through higher exposure of competitions and programs in Sports Club environment.</p> <p>Establish contact e-mail lists for all Sports Clubs groups for football tipping, punters club, local businesses and sports clubs.</p> |
| KPI's: | <p>Audit of all member services by December 2008</p> <p>Website test for currency and accuracy of Sports Club information</p> <p>Member survey audits</p> |
| Who: | <i>MSC Manager</i> |

2.5 1st Floor

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| Objective: | Improve use of 1 st Floor facilities by members and the community and set policies to guide this use |
| Strategies: | <p>Workshop (4/9/07) to set usage policies and to detail fitout and renovation requirements</p> <p>Target corporate groups and offer free / discounted daytime use to introduce companies to venue</p> <p>Target community groups for daytime use</p> <p>Encourage joint fundraising initiatives with clubs, BBC and BRP in Sovereign Room.</p> <p>Look to develop additional catering opportunities that can use club facilities – member functions such as wedding anniversaries, 50th birthday's etc.</p> |
| KPI's: | Increase usage of Sovereign Room area by 30% over next 2 years |
| Who: | <i>MSC Manager</i> |

2.6 Bistro

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| Objective: | Increase patronage and return visitation for bistro |
| Strategies: | <p>Train and develop greater all Sports Club staff focusing on increasing awareness of customer service requirements, waiter service, added value of the member experience and add on sales</p> <p>Offer staff incentives for achieving set targets</p> <p>Promote MSC snack service to Gaming area and Sports Bar (TAB)</p> |
| KPI's: | Increase patronage and total meal numbers per week. |
| Who: | <i>MSC Manager</i> |

3 VENUE AND FACILITIES

3.1 Major Projects & Maintenance

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| Objective: | Maintain venues to a safe and attractive standard |
| Strategies: | <ul style="list-style-type: none"> ▪ Update Annual Maintenance Plan and review policy to ensure works are done in a timely manner – in progress ▪ Negotiate with Ballarat City Council in regard to re-roofing WSEC – ongoing ▪ Assess and cost options to re-roof Minerdome court one and two ▪ External presentation of Minerdome, MSC and WSEC (including signage) ▪ Cost ventilation / cooling of court one / two area of Minerdome (Dec 2008) ▪ Investigate feasibility of improving heating on courts 3/4 – Dec 2008 ▪ Upgrade seating in court three area at Minerdome –April 2008 ▪ Additional parking plans to be developed - venue specific and for whole of area use |
| KPI's: | Completion of quarterly status report on projects and annual maintenance program Budget provision for venue enhancement program |
| Who: | <i>Administration Manager - Chief Executive Officer</i> |
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3.2 Safety

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| Objective: | OH&S for venues |
| Strategies: | <ul style="list-style-type: none"> ▪ Review all venues half yearly to identify areas of concern (December 2007 and ongoing) – List of items to be prepared twice yearly ▪ Prepare a Risk Assessment Report for BBA <p>Develop a safety and awareness education and training program for staff and volunteers at all venues (October 2007 and ongoing)</p> |
| KPI's: | Six monthly report against criteria to Committee of Management. Budget recommendations for equipment / facility upgrades |
| Who: | <i>Administration Manager</i> |

4 EVENTS:

4.1 Tender / Advertise for Events

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| Objective: | Manage balance with events and regular weekly commitments |
| Strategies: | <ul style="list-style-type: none"> ▪ Check peak sport website's for coming events – ongoing ▪ Liaise with Events Ballarat on joint opportunities – ongoing and meeting regularly to agree to annual budget to help us win tenders ▪ Tender to be submitted for U/18 National Championship in 2008 – successful planning underway. ▪ Liaise with Venue Management Team to identify gaps in regular schedule when events or other activities can be targeted to maximise venue usage |
| KPI's: | Maintain current event profile on 2007-08 period and support local and domestic programs and new short term programs to build local numbers – eg: Corporate competition) Report on impact of focusing on fewer events and aiming to build patronage and returns from annual events – eg: Dancesports |

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| Who: | Administration Manager |
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4.2 Marketing of venue to attract events

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| Objective: | Build venue profile and create greater awareness of venues and services |
| Strategies: | <ul style="list-style-type: none"> ▪ WIN Television campaign promoting venue and availability – ongoing ▪ Develop a brochure promoting our venues and programs ▪ Work with CEO on brand and logo development. ▪ Make sure booked events give venue significant media prominence and that we look to support event organisers by looking for our own media angles and stories. ▪ Ensure website and e-news give strong event and activity exposure for our members and site visitors ▪ Create greater staff / event partner / hirer awareness on both the need and potential benefits of well planned cross-promotional opportunities across all areas |
| KPI's: | Aim for 5% increase on bookings and 5% in other programs in 2008 – 2009 |
| Who: | Administration Manager |

5 FINANCE:

5.1 Audit Procedures / In house Policy Guidelines

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| Objective: | Ensure that Member assets and funds are properly managed and safeguarded |
| Strategies: | <ul style="list-style-type: none"> ▪ Undertake Annual Audit report and briefing and implement any recommendations from auditor (Sept 2007 and annually) ▪ Develop an in-house policy manual for all key finance activities with an emphasis on staff training (back-up roles), division of roles to provide separation of authority and finance management (June 2005) – in progress |
| KPI's: | <ul style="list-style-type: none"> ▪ Content of audit report ▪ Record on managing payable and receivable account |
| Who: | BBA Treasurer, CEO and Finance Officer |

5.2 Develop new debt reduction strategies

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| Objective: | Reduce the debt of the BBA in a planned and timely manner |
| Strategies: | <ul style="list-style-type: none"> ▪ Review current loans and set higher principal repayments for 2008 – 2010 (2008/09 budget process). ▪ Identify other expenditure items which can be reviewed and where savings can be achieved – 2007 / 08 budget process and ongoing. |
| KPI's: | <ul style="list-style-type: none"> ▪ Increase in loan principal repayments (2008-2009) • Annual finance report on performance |
| Who: | BBA Treasurer, CEO |