

BALLARAT BASKETBALL ASSOCIATION INC.

BUSINESS PLAN FOR SEPT 2007 – DECEMBER 2010

Review 20/2/2010 – note plan has been extended out to December 2010 as new plan not likely to be developed and introduced until 2011.

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:

1. Basketball	2. Minerdomo Sports Club
3. Venues and Maintenance	4. Events
5. Finance	

1. BASKETBALL

1.1 Participation (PM = Participation Manager)

1.1.1

Objective:	Develop greater club to school links
Strategies:	<ul style="list-style-type: none">▪ Review current club zoning program and track effectiveness as part of the program. The PM to provide a report to CEO by Feb 28th 2010 on status of each major junior club detailing the gaps in its junior team structure by age group and division (Done). BBA to fund staff into schools and clubs after school to support junior development especially from U/10 to U/14.▪ Work with all major clubs to offer recruitment programs that attract players to those clubs as regular weekly competition participants. Level 1 priority for PM in first half of 2010 so that we can aim to have more junior players in teams for season 2 2010. Ongoing program to be planned in detail, approved by CEO and must be linked with Zoning Program.▪ Discussion PM and all clubs junior administrators to develop trials with those clubs in coming months. PM to action and report by Feb 28th.
KPI's:	<ul style="list-style-type: none">▪ Survey of Aussie Hoops participants (numbers participating and number who progress to BBA competitions) – PM to establish table of all programs / clinics detailing numbers, flow on services and track movement to club system – Update to 28/2/10 to be provided to CEO which will take into account season 2 2009.
Who:	<i>Participation Manager</i>

1.1.2

BUSINESS PLAN SEPT 2007 – AUG 2010

REVIEW March 2010 V2

Objective:	Recruit and train more club and Representative team coaches
Strategies:	<p>Build relationship between Elite Program Manager (EPM) / Participation Manager (PM) and representative / club level coaches – in progress.</p> <p>EPM to establish a “Coaches News” database for as many coaches and potential coaches as possible (starting point to be list established by E Lowe). Target of 100 active coaches on mail list by 30.4.2010.</p> <p>Establish and promote “Ask the Coach” section on BBA website and encourage players, parents and coaches to use this facility – in place. EPM to include record of usage patterns in monthly reports. Report by M Valentine on traffic from this section by 30/4/10 then monthly please.</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 any success we can report. Report on this from EPM and PM by April 30th.</p> <p>Set up an accreditation register for club and BRP junior coaches which also includes child protection compliance – PM to update and report to CEO on % accredited by March 30th 2010.</p> <p>Target junior players and encourage them to learn the skills of coaching as a career path for future voluntary involvement. Introduction and development of S Monck and M Agnew to coaching stream is a start. Need to now use these as role models to encourage broader participation. Action plan to be developed by May 30th 2010 by PM. EPM to be closely involved with the development and mentoring of junior BRP coaches as part of the foundation of this program.</p>
KPI's:	<p>Aim to have 100 coaches on database by April 30 2010.</p> <p>Coach accreditation course (level 0 / 1) attended by 15 coaches twice yearly – underway. Past and Next course details. Dates for seasons 1 & 2 2010 to be included.</p> <p>Coach seminars / information days – 4 per annum - 2 hour sessions) – dates for Season 1 & 2 2010 to be set by 30/3/2010. Details of how many completed and planned.</p> <p>Be able to fully resource BRP junior coaching staff for 2009/2010 season – PM is well advanced in planning and recruiting, especially new coaches to Ballarat.</p>
Who:	<i>Participation Manager with Elite Program Manager</i>

1.2 Referee Program

Since the introduction of the plan in 2007 the referee body and management has been restructured with the creation of the Ballarat Basketball Referees Association as a sub committee reporting to the BBA Committee of Management. This year the focus will be one of re-structuring of the Referee Supervisor role and referee education. The BBRA has taken effect from January 2010. BBRA will be asked to have a key role in planning the Referee section of the 2011 Plan.

1.2.1

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 and deal with 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 into</p>

	referee schools.
KPI's:	<p>Net increase of 6 officials per season from Season 1 2010. Report by BBRA due by 30.3.10 (received)</p> <p>Increase in higher level accreditation base over next two years. Targets and report from BBRA by 30.4.10.</p> <p>Increase in number of officials continuing in the sport in the 17 to 25 age bracket. Targets and report from BBRA by 30.4.10.</p> <p>Extension of time allowed for BBRA to settle in and report on these 3 areas by 30.4.2010.</p> <p>Full rosters and back-up / on call system in place (ongoing) – review by J Kent S Monck by 28.2.10 report to Basketball Manager by April 15th 2010.</p> <p>Accurate database of members, gradings, accreditation and availability (D Thomas and J Kent actioning this – update on progress to Basketball Manager by 30.3.10.</p> <p>New – Develop registration / affiliation system and process for 2010 and ongoing. To be completed by June 30th 2010.</p>
Who:	<i>BBRA</i>

1.2.2

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 – not formalised –</p> <p>BBRA has implemented action plan and now in place.</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 – Basketball Dept has implemented a monitoring service to identify and warn offenders – Ongoing. Basketball Manager to discuss with BBRA on a monthly basis and report to CEO on any teams / players that need further attention.</p> <p>Review monthly all behavioural complaints and monitor trends in behaviour – BM to detail system in place to monitor this. Report to CEO by April 15th.</p>
Who:	<i>Basketball Manager with BBRA</i>

1.2.3

Objective:	Bring the operation and management of Referee operations up to standard of competitions and player development
Strategies:	<p>Attempts to develop the Referee Advisory Group were abandoned and the new BBRA structure was put in place from January 2010. Further develop the BBRA with defined role & responsibilities with a charter to support a change in the culture and standards of our referee's.</p> <p>BBRA Charter reviewed by CofM and endorsed.</p> <p>BBRA with approval of CEO to set a three-year strategic plan for education, accreditation and standards to meet requirements and expectations of our referees, our playing members and clubs. The plan will include recommendations previously referred to Referee Advisory Group (Draft plan to be refined as at July 2010).</p>

KPI's:	Referee body with a professional image and reputation (significantly higher).
Who:	<i>BBRA and Basketball Manager</i>

1.3 Competitions

1.3.1 A Grade

Objective:	<p>Continue to improve level / evenness of competition and standard of A Grade game presentation</p> <p>At the last Clubs Executive - CEO meeting in Oct 2009 there was a request from Clubs for a review and upgrade of the senior A Grade competition. R Borner was invited to and accepted responsibility to seek the services of a small number of A Grade players (men and women) to join a working group to review the competitions and to make recommendations for their improvement to the BBA Committee of Management. BBA CEO and one other member of the Basketball Department will join this working group. CEO agreed to this process on the proviso that clubs accept their basic responsibilities to this showcase level of completion and meet on key requirements expected of teams in the A Grade competition. Pending response from R Borner on members.</p>
Strategies:	<ul style="list-style-type: none"> ▪ Encourage all clubs to meet set uniform, scoretable and player (numbers) requirements every season – Venue Supervisors and Referee Supervisors to actively promote these standards. • Aim to have a minimum of five clubs in both A Men and A Women competitions every season • Develop a media profile for both competitions and look at how we build junior member interest and support in these competitions.
KPI's:	<ul style="list-style-type: none"> • 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. Review weekly sheets and summary report of key findings. Update report from Basketball Manager by 30/3/10. • Review of media coverage of A Grade competition • Club activities around A Grade competition – record of activity
Who:	<i>Basketball Manager, A Grade Working Group & Strategic Planning and Rules Committee</i>

1.3.2 Competition Expansion

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 – sort out rules for Elite rep level players in these comps for 2010. Try to address referee shortage problems for Sunday night competition. BM and BBRA to action. ▪ Targeted advertising campaign for our competitions – WIN Television campaign introduced from Jan 09. Ongoing ▪ Work more closely with clubs to assist in developing their capacity to manage playing numbers and coach / manager support services – audit club by club of shortages and weaknesses in linking age groups. To be prepared by Basketball Office by 30/6/10. This is in addition to work being completed by PM specifically on U/10 to U/14 age groups. Basketball Manager to action. ▪ Also to review senior team structure within major clubs and migration of junior club

	<p>members to senior teams. Basketball Manager to action – Sept 2010.</p> <ul style="list-style-type: none"> ▪ Target gaps in competition schedule and identify areas of potential growth in senior and junior competitions – Review in late Feb 2010 for a possible Uni comp (refer netball comp at Major League which is just for Aquinas uni students. Basketball Manager to action. ▪ Look to promote a business houses corporate competition over a two week period in July each year linked to social activities in Sports Club – plan by Mar 2011 for July 2011. Media Officer to action.
KPI's:	<ul style="list-style-type: none"> ▪ New players / teams entered as a result of these activities each season.
Who:	<i>Basketball Manager, and other Department staff</i>

1.3.3

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. ▪ Continue to improve the quality and quantity of information available on our notice boards at both venues ▪ Develop the basketball competition program software to maximum capacity to provide an efficient fixture, results, ladder and information service – review ongoing. ▪ Sporting Pulse – club info nights conducted. ▪ Provide an accurate Basketball Membership database, which can be made available to clubs for authorised member contact – ongoing. Clubs to have direct access to database. ▪ Establish a team contact e-mail list (one per team) for all basketball and netball teams playing in our competitions to help clubs get important information to members via one person in each team – to be updated May 2010. Basketball Department to maintain accurate listing. ▪ Promote competitions through higher exposure of competitions and programs in Sports Club environment. To be reviewed July 2010 and plan established by 31/9/10. Media Officer to action. • Through Club Development Program provide financial support for development and maintenance of club sites. Ongoing.
KPI's:	<ul style="list-style-type: none"> • Audit of all member services by May 30th 2010 by Basketball Dept, specifically the responsibility of the Basketball Manager. • Website test for currency and accuracy of basketball information – ongoing by Basketball Manager • Member survey audits – new audit to be implemented in April 2010 and to include club specific questions as approved by Clubs Executive – CEO meeting in Oct 2009. • Evaluate programs offered by BBA for effectiveness in delivering new members to major clubs.
Who:	<i>Basketball Manager</i>

2 MINERDOME SPORTS CLUB

MSC Specific Focus	
➤	To be recognised as a market leader in customer service presentation
➤	To be seen as having a strong community involvement.
➤	To encourage loyalty through fair promotional practice and responsible service of gaming.

2.1

Objective:	<ul style="list-style-type: none"> Increase Loyalty Participation against targets set annually
Strategies:	<ul style="list-style-type: none"> 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 – eg - Barry Machine or Keno Promotions in 2010.
KPI's:	<ul style="list-style-type: none"> Increase participation against annually set targets
Who:	<i>MSC Manager (targets to be set by 28.3.10 for 2010)</i>

2.2

Objective:	<ul style="list-style-type: none"> Increase club membership (excluding basketball members who hold dual membership) Develop a plan to have dual members from BBA take out R & R Membership by June 2010 As part of Post 2012 Review look to engage with and build our relationships with neighboring sports centre's with a view to build a stronger club membership base.
Strategies:	<ul style="list-style-type: none"> Greater promotion / enforcement of club rules and sign in / membership requirements for clubs Special membership recruitment drives among gaming visitors and local area neighborhood Promotion with incentives (include Miners tickets) for basketball members over 18 years of age to join R & R Club. Develop partnership relationships with neighboring sports centre's.
KPI's:	<ul style="list-style-type: none"> Increase social / R & R Club memberships to an annual agreed target
Who:	<i>MSC Manager (targets to be set by 28.3.10 for 2010)</i>

2.3

Objective:	<ul style="list-style-type: none"> Increase both our gaming and wagering market share by 3% annually
Strategies:	<ul style="list-style-type: none"> 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 across both the MSC and Bistro Train staff in the benefit and encouragement of add on sales
KPI's:	<ul style="list-style-type: none"> All staff fully accredited for RSA, RSG and Wagering – MSC Manager to check compliance register up to date

	<ul style="list-style-type: none"> • All bistro staff to have appropriate food handling accreditation – MSC Manager to have Bistro leader confirm this in accreditation register. • All staff in MSC & Bistro to have an individual appraisal annually and MSC Manager to keep a register of when these have been completed along with any follow-up action required. • Establish competency schedule to track that all staff can complete all required tasks at each level of operation – cashier / supervisor / bingo etc. Particular emphasis is to be put on training staff to be able to work across bistro / upstairs bar areas so we can better support each other And Cross promote businesses.
Who:	<i>MSC Manager – complete by March 30th 2010</i>

2.4 Sports Club Information Services

Objective:	<ul style="list-style-type: none"> • Improve our use of technology to reach our target markets and to promote MSC and Bistro facilities and services
Strategies:	<ul style="list-style-type: none"> • Improve the quality and quantity of information available on our website that promotes the MSC. • Refine and maintain an accurate MSC Membership database for authorised member mailouts and promotions and for R & R Program – look at how we capture this information and take control of our database BEFORE Post 2012 changeover. • Promote and develop interest in our basketball and netball programs & competitions through higher exposure of these competitions and programs in the Sports Club and Bistro environment. • Establish contact e-mail lists for all Sports Clubs groups for football tipping, punters club, local businesses and sports clubs. Develop this as a promotional and marketing tool.
KPI's:	<p>Audit of all member services by July 2010</p> <p><i>Website - Plan for a separate website might well be worthwhile, accessible via a link from BBA website. This will be explored in the near future.</i></p> <p><i>Use of text message promotions – in regular use. Has proved successful.</i></p> <p><i>Member survey audits</i></p> <p><i>Tabcorp audits & surveys have resumed from January 2010 and provide monthly reports.</i></p> <p><i>Internal audit (2nd) to be planned and completed in June 2010.</i></p>
Who:	<i>MSC Manager</i>

2.5 1st Floor

Objective:	Improve use of 1 st Floor facilities by members and the community and set policies to guide this use
Strategies:	<p>Target non conflicting groups to help build on our patronage in off peak times – eg: a cricket or tennis club to use as a home base in October to March period.</p> <p>Target corporate groups and offer free / discounted daytime use to introduce companies to venue (subject to existing limitations of venue) – nearby businesses for training meetings, staff days etc.</p> <p>Target community groups for daytime use – review groups in Wendouree area who may be looking for a home base</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 a further 15% over next 2 years – (Use of bistro has been very strong and this is a limiting factor on other uses of Sovereign Room as we still have traffic flow from lift and toilets in Sovereign Room. Longer term planning in place to address this but now not to be considered until after 2012. Establishment of Legends Room has created another meeting / function room. Planning to make this room a more permanent / private structure by 2009 - complete).
Who:	MSC Manager

2.6 Bistro

Objective:	Increase patronage and return visitation for bistro
Strategies:	Train and develop greater all Sports Club and bistro staff focusing on increasing awareness of customer service requirements, waiter service, added value of the member experience and add on sales. Understanding of need for and value of staff working across bar / bistro area as a minimum expectation needs to be strengthened Offer staff incentives for achieving set targets Promote MSC snack service to Gaming area and Sports Bar (TAB) Consider options for Monday night trade and Sunday lunch trade – under review
KPI's:	Increase patronage and total meal numbers per week.
Who:	MSC Manager & Bistro Supervisor

3 VENUE AND FACILITIES

3.1 Major Projects & Maintenance

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 and reviewed regularly – in progress ▪ Re-roofing of WSEC – complete. To be checked over next three months for any faults that need correction under warranty. ▪ In conjunction with Council develop further projects for the improvement of WSEC including electrical wiring suitable for exhibitions, air-conditioning and foyer refurbishment. ▪ Re-roofing of Minerdome showcourt area – Work booked for Oct 2010. Update on cost, Government funding and building permit now being finalised (CEO). ▪ Cooling options Minerdome showcourt area, Courts 3 & 4 and WSEC all requested and being considered as part of building project for Oct 2010. Quotes received. (CEO) ▪ External presentation of Minerdome, MSC and WSEC (including signage) – Gardener now in place / signage being finalised. Additional signage funded by Tabcorp being put in place in next quarter. Actioned ▪ Sign board at WSEC to be developed as a permanent point for netball, home club and BBA competitions. ▪ Investigate feasibility of improving heating on courts 3/4 – Dec 2008 – No action yet – 2011/12 Heater has been replaced. Lining of walls to be costed. ▪ Upgrade seating in court three area at Minerdome –April 2008 – Completed ▪ Cost and plan timeline for change of court markings at 6 courts for transition to new FIBA rules.

	<ul style="list-style-type: none"> Additional parking plans – negotiations with Council to resume in 2010 with a view to completion in 2011/12. Electrical Tagging First annual check completed up to initial budget figure – second stage being costed and planned
KPI's:	<p>Completion of quarterly status report on projects and annual maintenance program</p> <p>Budget provision for venue enhancement program</p> <p>Government Grant towards Minerdome roofing</p>
Who:	<i>Administration Manager – CEO</i>

3.2 Safety

Objective:	OH&S for venues
Strategies:	<ul style="list-style-type: none"> Review all venues half yearly to identify areas of concern – ongoing List of items to be prepared twice yearly – report due. Admin Manager will action with Eric Doherty in March Prepare a Risk Assessment Report for BBA / MSC. Done and will include with above. <p>Develop a safety and awareness education and training program for staff and volunteers at all venues - ongoing) – NEEDS REVIEW – report due</p>
KPI's:	<p>Six monthly report against criteria to Committee of Management.</p> <p>Budget recommendations for equipment / facility upgrades – report due</p>
Who:	Administration Manager

4 EVENTS:

4.1 Tender / Advertise for Events

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 Liase 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. Tenders for SEABL Grand Final (Aug 08) – not successful 14 Boys Championship (2009) – not successful National Schools in 2010 / 2011 – Not successful BVCC 2010 events – tenders due by June 2009 Successful for Club Championships – Oct 2010 Liaise with Venue Management Team to identify gaps in regular schedule when events or other activities can be targeted to maximise venue usage in light of Post 2012 implications Largely occurring as we tend to only take events in holiday periods
KPI's:	<p>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) – review for 2010 /11</p> <p>Report on impact of focusing on fewer events and aiming to build patronage and returns from annual events – eg: Dancesports – Reports and recommendations now tabled on each event. Complete.</p>

Who:	<i>Administration Manager</i>
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4.2 Marketing of venue to attract events

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 – New agreement has increased advertising capacity. Being fully utilised. ▪ Develop a brochure promoting our venues and programs – done ▪ Work with CEO on brand and logo development – ongoing. ▪ 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 – done & ongoing. ▪ Ensure website and e-news give strong event and activity exposure for our members and site visitors – actioned. Bi-monthly checks and monitoring ▪ Create greater staff / event partner / hirer awareness on both the need and potential benefits of well planned cross-promotional opportunities across all areas – improving – Target list of events and cross promotional opportunities for first half of 09 to be prepared. Actioned
KPI's:	Aim for 5% increase on bookings and 5% in other programs in 2008 – 2009 – to be based on state and regional events only – Achieved and goal now is to maintain use patterns and to maximise use of any downtime. Report due by June 30 th 09.
Who:	<i>Administration Manager</i>

5 FINANCE:

5.1 Audit Procedures / In house Policy Guidelines

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) - actioned & ongoing ▪ 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) – actioned and Finance Committee now overseeing activity. Training of some new staff for finance back-up duties to be done – Part complete - deferred to May 2010.
KPI's:	<ul style="list-style-type: none"> ▪ Content of audit report ▪ Record on managing payable and receivable account – actioned & ongoing
Who:	<i>BBA Treasurer, CEO and Finance Officer</i>

5.2 Develop new debt reduction strategies

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) – commenced higher debt reduction program August 2008 – also maintaining same level of repayment as interest rates drop thus increasing reduction of principal payments. ▪ Identify other expenditure items which can be reviewed and where savings can be achieved – regular part of annual budget process and ongoing.
KPI's:	<ul style="list-style-type: none"> ▪ Increase in loan principal repayments (2008-2009) – Actioned. Additional lump sum payment off loan from proceeds of 18 Nationals in July 2008 made in 2009. • Annual finance report on performance – Bi monthly monitoring and planning

	meetings by Finance Committee has improved focus on debt reduction. Ongoing
Who:	<i>BBA Treasurer, CEO</i>