



Basketball Queensland

Model Development Plan Template

Strategic Business Plan 2016- 2018

For:

**South West Metro Basketball Inc.
'Pirates'**

cprgroup.com.au



South West Metro Basketball Incorporated (SWM) – ‘Pirates’ - A Brief History

SWM was established in 1997 to service basketball community in the Brisbane South West area, particularly the emerging suburbs of Sunnybank Hills, Algester and Runcorn.

The Activities Hall constructed at Sunnybank Hills School in 1997 was the first SWM’s hired indoor venue.

The motto of SWM is to “**embrace diversity, always give people opportunities, and walk your talk**”. SWM has excelled in providing caring and inclusive environment for families, local multicultural communities and positive role modelling in the last 16 years.

SWM *Pirates* currently delivers basketball in **25 schools** including the Murri School and the Islamic College of Brisbane. SWM skilfully utilises a large number of venues on hire to deliver quality basketball, including competitions run out of three different venues.

Fully affiliated with Basketball Queensland, SWM has grown significantly from its beginning to well over 150 teams playing every week in junior and senior competitions, and men’s and women’s teams playing in the top State Queensland Basketball League (QBL).

As our region has continued to grow, we have continued to reach out to our diverse communities to involve them in the great team sport of basketball.

We provide a legitimate pathway for our members. One of the key pillars of our policy is: “**constant development of our juniors and enjoyment of basketball game**”.

We provided a successful representative basketball program for children aged Under 12 to QBL. SWM’s men’s team won QBL in the second year of entering the competition in 2003.

Success stories – basketball players who developed through SWM:

Australian Basketball Representative Players:

- Brendan Teys (Adelaide 36ers,GC Blaze; Aust Emus in NZ -2007; Boomers 2013)
- Stephen Black (Perth Wildcats, Brisbane Bullets, Australian Boomers)
- Brock Motum (Washington State NCAA-NBA Draft 2013)



Brendan Teys



Pirate Pete with his crew



Thanks to the students and staff at St Catherine's in Wishart



U12 Girls Gold Medal 2013 State Championships



Stephen Black



Ethiopian-born David Yohan - Pirates Coach Club & Representative; Coordinator of PAWES (Providing Awareness with Education and Sport); also Young Australian of the Year 2011



Supported and raised funds for the Karlee Adams foundation- inaugural game 1st August 2015



Pirates Ambassadors Ishmail Hollis Ryan Vines and Kaitlin McBride



Referee development

Implementation of the Strategic Business Plan

The first step in the implementation of this plan will be for the committee to formally adopt the plan at a club meeting. This simply means that the committee should move a motion along the lines of the following:

“That the Model Development Plan for South West Metro Basketball Club Inc. be formally adopted as the proposed future direction of the club.”

This Model Development Plan should be tabled regularly at meetings of the Management Committee to ensure that it is implemented throughout the year and that timeframes are being met. The organisation will hold an annual planning review workshop ensuring that this plan is updated each year. The table below is to be completed as the plan is reviewed and updated.

Date plan formally adopted	1/01/2016
Date of first review (end of year 1)	1/01 /2017
Date of second review (end of year 2)	1/1/2018
Date of third review (end of year 3)	1/1 /2019
Future strategic Plan due	1/1/2019

Where are we now?

1.1 Organisation Contact Details

Organisation Details													
Organisation Name	South Western Metro Basketball Inc.												
Postal Address	P.O. Box 2110, Runcorn, Qld 4113												
Street Address	90 Klumpp Rd Upper Mt Gravatt												
Lot on Plan													
Tenure Details	<table border="1"> <tr> <td>Lease from Council</td> <td>YES</td> </tr> <tr> <td>Private Lease</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Council permission to use</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Freehold</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Lease from State Govt.</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Other</td> <td>YES</td> </tr> </table> <p>If other, please note:</p> <p><u>Annual Lease from Brisbane City Council:</u></p> <ol style="list-style-type: none"> Hibiscus Stadium, Mt Gravatt (4 courts mgt) – Annual lease expiry 31/8/2020 <p><u>Qld Government and private schools – Education Dept. – Hire agreements on a needs basis</u></p> <ol style="list-style-type: none"> Runcorn High School (2 courts) – Annual Hire agreement Calamvale Community Sports Centre (office and court hire)- Runcorn Heights State School (1 court) Casual Hire Rochedale Primary School (1 court) – Casual Hire St Catherine’s Primary, Wishart (1 court)- Casual Hire Redeemer College, Rochedale (1 court) – Casual Hire Algester State School (1 court) – Casual Hire Sunnybank Hills State School (1 court) – Casual Hire Lady of Lourdes, Sunnybank (1 outdoor court) – Casual usage no cost Wellers Hill State School (1 court) Casual Hire Marshall Rd State School (1 court) Casual Hire Macgregor State School (1 court)Casual Hire Springwood Rd State School (1 court) Casual Hire Murri School (1 outdoor court) Casual Usage no cost St Stephen’s Algester (1 court) Casual Hire Brisbane Christian College Salisbury (1 court) Casual usage no cost Brisbane Adventist College Mansfield (1 court) Casual usage no cost St Catherine’s Wishart (1 Court) Casual Hire Calamvale College Casual usage no cost Stretton College (1 Court) Casual Hire Brisbane Islamic School (1 outdoor/covered court) Casual Usage no cost 	Lease from Council	YES	Private Lease	<input type="checkbox"/>	Council permission to use	<input type="checkbox"/>	Freehold	<input type="checkbox"/>	Lease from State Govt.	<input type="checkbox"/>	Other	YES
Lease from Council	YES												
Private Lease	<input type="checkbox"/>												
Council permission to use	<input type="checkbox"/>												
Freehold	<input type="checkbox"/>												
Lease from State Govt.	<input type="checkbox"/>												
Other	YES												

Contact Details

Organisation Phone	3059 8661	Organisation Email	admin@southwestbasketball.com.au	
Website	www.southwesternbasketball.net.au			
Preferred Contact	Name	Rob Tankey	Position	General Manager
	Phone	0458 707 020	Email	gm@southwestbasketball.com.au

Incorporation and ABN Details

Incorporation No.	IA18297
Incorporation Date	25 July 1997
ABN	35 166 210 314
Registered for GST?	Yes

Activities conducted by the organisation

Manage Hibiscus Sports complex- Hibiscus Stadium Management
 Aussie Hoops
 Active after school program
 Player Academy – development
 Referee, Referee Educator and Scoretable personnel development
 Junior Clinics
 Junior Representative Program
 Pirate Clinics/Academies/skill development
 Senior Holiday Programs

Events or competitions in which the organisation participates

Junior Club competition
 Women's competition
 Men's competition
 Andrew Underwood – Memorial Events
 Queensland Basketball League (QBL) – home games
 Southern Basketball League (SBL) – home games
 Basketball Qld Junior Basketball Competition (BQJBC)
 Junior Representative – management of home games
 State championships

Management Committee

Position	Name	Phone	Email
President	Chris Newsome	0405548810	president@southwestbasketball.com.au
Vice President 1	Harry Haxton	0411192600	Vp1@southwestbasketball.com.au
Vice President 2	Afi Lama	0410437624	Vp2@southwestbasketball.com.au
Secretary	Sacha Hanara Latu	0411286867	Secretary@southwestbasketball.com.au
Treasurer	Rod Thomas	0428 221808	thomasgeorge@bigpond.com.au
Referee Coordinator	Kaye Hart	0409 181 271	accounts@southwestbasketball.com.au
Club Delegate	Shaun Guy	0421929923	Clubdelegate@southwestbasketball.com.au

1.2 Membership Profile and Projections

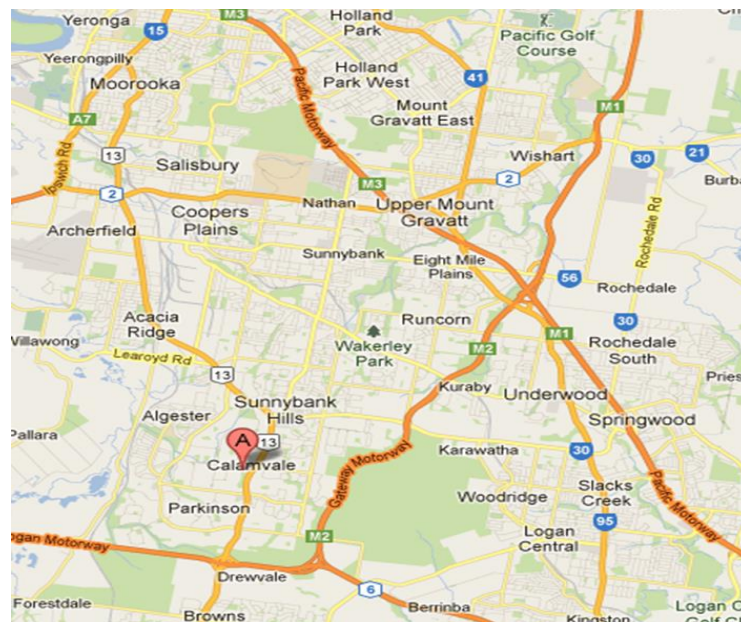
The following table provides current membership information in each of the organisation's membership/age categories, together with projections for the increase of members the organisation hopes to have in each category in three years.

Membership Category / Team / Age Group	Males		Females		Total	
	2015	2018	2018	2015	2015	2018
Juniors (Under 10 only)	153	189	66	102	219	291
All other members U12 and older	784	968	336	522	1120	1490
Aussie Hoops (5-9 years old; total beginners)	192	255	128	170	320	425
TOTAL	1129	1412	530	794	1659	2206

1.3 Membership Catchment Area

Postcodes: 4101 – 4115

Acacia Ridge	Carindale	Mansfield	Parkinson	Salisbury	Underwood
Algester	Eight Mile Plains	Moorooka	Regents Park	Springwood	Wellers Hill
Annerley	Holland Park	Mt Gravatt	Robertson	Stretton	Wishart
Browns Plains	Kuraby	Nathan	Rochedale	Sunnybank	Yeerongpilly
Calamvale	Macgregor	Park Ridge	Rocklea	Sunnybank Hills	Yeronga
	Mackenzie		Runcorn	Tarragindi	



1.4 Core Businesses

The core businesses of the organisation are the main services and/or products provided to members or customers. It is important for the organisation to identify these areas of core business to determine where the most effort should be devoted. Core businesses identified during consultation include:

⊙ 1. Facilities – managing Hibiscus +hiring	⊙ 4. Volunteer Management
⊙ 2. Development of coaches, officials, players	⊙ 5. Unique, inclusive, family oriented culture:
⊙ 2.1 High quality coaches, officials and players	⊙ 5.1 Maintain highly regarded image
⊙ 3. Increase of revenue streams:	⊙ 5.2 Maintain family friendly environment
⊙ 3.1 Competitions (currently 20%)	⊙ 5.3 Embracing all cultures
⊙ 3.2 Sponsorship (currently 10%)	⊙ 5.4 Building confidence in children
⊙ 3.3 Membership (currently 17%)	⊙ 5.5 Providing social interaction, team work
⊙ 3.4 Venue Management – started sept 2015	⊙ 5.6 Keeping children active and enjoying basketball
⊙ 3.5 Grants (currently 10%)	⊙ 5.7 Providing high quality customer service
⊙ 3.6 Game fees (currently 43%)	⊙ 5.8 Financing inclusive basketball competitions

1.5 Mission Statement

To provide an inclusive environment that encourages participation in Basketball for people of all ages, gender, culture and ability.

1.6 Customers

Customers are the groups or individuals that have either a role to play, or an interest in the organisation. Customers identified during consultation include:

⊙ Members	⊙ Volunteers
⊙ Parents	⊙ Students
⊙ Sponsors	⊙ Physio/First Aid Providers
⊙ Volunteers	⊙ Other Associations
⊙ Officials (Score Table, Referees)	⊙ Clubs
⊙ Coaches	⊙ Boys and Girls
⊙ Facility hirers	⊙ Supporters
⊙ State and Local Governments	⊙ SEQ STARS and Brisbane Bullets

1.7 SWOT Analysis:

A S.W.O.T analysis analyses the *strengths*, *weaknesses*, *opportunities* and *threats* facing the organisation. Strengths and weaknesses are current internal elements. Opportunities are future prospects for improvement and threats are potential future impediments.

STRENGTHS	STRATEGIES
Management rights of Hibiscus min 5+5 years – significant home base	Increase hiring capacity leading to additional revenue for improved operation
High family involvement and non-discriminative and strong culture	Promote opportunities to improve English skills in fun, non-discriminative friendly family oriented environment and inclusive culture of SWM;
Diverse demographics / actively engaged and promoting diversity in membership	Showcase success stories of current members from diverse backgrounds
Providing a safe environment for members and community	Maintain the safe environment and celebrate it online for SWM members & public
Affiliated with Basketball Queensland Ltd / providing player pathways	Maintain full affiliation with Basketball Queensland
Retaining high performance staff and experienced dedicated volunteers	Develop a loyalty, rewards and recognition system for employees and volunteers
High spectator participation at home games and QBL	Maintain and celebrate this; thank the spectators
Online membership registrations and payment	Keep and develop online registrations and payment
Excellent compliance, insurance cover, rules and regulations	Ensure the compliance is always up-to-date & promote it to members (online)
WEAKNESSES	STRATEGIES
Lack of documented operating procedures and lack of defined role descriptions	Document all operating procedures and write job descriptions (incl. Board members)
Not collecting information from lost members to understand why they are not rejoining; no communication plan for promotional initiatives	Improve external and internal communication; develop a communication plan
Lack of supportive environment for volunteers to increase volunteer numbers and lack of strategies that target members with specific skills for volunteer positions	Recruit a volunteer coordinator to develop/implement a volunteer management plan
Lack of a regular budget process (budget itemization) reviews	Ensure regular bi-monthly budget reviews meetings; ensure budget is itemized
Facilities used by SWM lack the capacity to support SWM's growth-long term	Seek additional funding to expand both office and court capacity at Hibiscus St
Lack of coordinated approach to sponsorship & fundraising	Develop a sponsorship package and an annual fundraising plan-inc major events

OPPORTUNITIES	STRATEGIES
Social Media trend and Brisbane's median age overrepresented by generation Y (19 to 31 years old in 2013 – extensive users of social media)	Use social media for listening to members and public, and for telling the story
Universities as a new niche market (Brisbane has a high number of university graduates); try to tap to the international and domestic students market	Promote SWM to Griffith Uni-Mt Gravatt (sport management, business) and University of Qld (human movement studies, physiotherapy, medical, law)
3on3 games and competitions for all (not only members)	Link to Basketball Queensland's 3on3 initiatives starting next year
Good public transport access to the facilities used; promote/advertise this	Include maps showing bus/train near each facility (showing walking dist.in metres)
High population of the Chinese (Mandarin & Cantonese), Spanish, Korean, Samoan communities in South West Metro area; target as a new niche market	Target Chinese, Korean, Spanish and Samoan population via ethnic radio, flyers, ethnic community schools and clubs in the South West Metro area and via ethnic community leaders
Aussie Hoops – new BQ's junior participation manager (JPM)	Use the knowledge and availability of the BQ's JPM; remain fully affiliated with BQ
Disability and school programs. School based clubs/teams plus mixed and vets competitions	Increase involvement with disability and school programs. Promote SWM pathway program to people involved in these
New sponsorship opportunities- new businesses within region. Home base now at Upper Mt Gravatt	Present SWM's new sponsorship package to all new businesses created in Mt Gravatt Westfield Shopping Complex extension
Basketball Australia and BQ working on a strategy to increase the number of female players / participants in basketball	Remain fully affiliated with BQ to tap to future resources that may help in increasing female participation
THREATS	STRATEGIES
Lack of local facilities to fully support SWM's growth	Work closely with Basketball Queensland on securing better quality facilities
Netball and Futsal still have significant access at Hibiscus	Continue working closely with Brisbane City Council promoting achievements of SWM since the lease in sept 2015 to increase court space and venue usage.
Limited funding sources	Aim at generating \$30,000 in grant funding per year from local, state & federal govt.
Schools taking referees	Offer schools a service of providing referees at a nominated fee (additional revenue)
Other associations poaching players	Keep in touch with 'lost' players so they can come back and feel as part of a family
Decreasing volunteering rate in Queensland (less volunteers overall)	Target new market of CALD communities to recruit volunteers & trainees
Other sports, i.e. netball, badminton, gymnastics	Develop a relationship with badminton in Calamvale to attract Chinese market

2. Where do we want to be?

2.1 Objectives

Club Development Category	Objectives
Facilities - access	<ul style="list-style-type: none"> ⊙ Have plans in place to expand the Hibiscus Sports Complex facility to minimum 7 courts by 2018
Development of coaches, officials and Players	<ul style="list-style-type: none"> • 80% of SWMBI's Premier League, QBL, SBL coaches are Level 2 certified from 2015 (June) until 2018
	<ul style="list-style-type: none"> • Appoint ten (10) Level 2 and twenty (20) Level 1 referees by 2018
	<ul style="list-style-type: none"> • Appoint four (4) Level 2 score table and eight (8) Level 1 score table personnel by 2018
Revenue streams (increase): - competitions - sponsorship - membership - fundraising - grants	<ul style="list-style-type: none"> ⊙ 50% net increase in total revenue by 2018
	<p>Addition of Hibiscus Stadium Management will greatly increase the revenue stream from level in 2015 of \$660K</p>
Volunteer Management	<ul style="list-style-type: none"> ⊙ 5% net increase of volunteers each year until 2018
Unique Inclusive Family Orientated Culture - image in high regard (maintain)	<ul style="list-style-type: none"> ⊙ Increased satisfaction of current and future members by 2018
	<ul style="list-style-type: none"> ⊙ Communication links to all members and customers by 2016
	<ul style="list-style-type: none"> ⊙
	<ul style="list-style-type: none"> ⊙

3. How do we get there?

3.1 Action Plan

Objective: Have plans in place to expand the Hibiscus Sports Complex facility to minimum 7 courts by 2018

Projects	Start Date	End Date	Lead Role	\$	Status
Finalise and implement the Strategic Business Plan 2016-2018	Feb 2016	Feb 2016 (committee meeting)	General Manager (GM) + President	Nominal	
Develop a professional proposal (with costing) for the expansion of the Hibiscus facility (to 7 courts, additional offices and integrated canteen)	September 2016	January 2017	GM	\$10,000	
Submit the proposal and strategic business plan 2016-2018 and other required documentation to potential partners	February 2017	June 2017	GM	Nominal	

Objective: 80% of BQ's Premier League, QBL, SBL coaches are Level 2 certified from 2016 (June) until 2018

Projects	Start Date	End Date	Lead Role	\$	Status
Prepare and implement a budget for the cost of Level 1 and Level 2 certification for existing coaches	June 2016	September 2016	Treasurer	2 hours	
Appoint a steering committee for coach development	May 2016	August 2016	Vice President 1	Nominal	
Arrange training with BQ's High Performance Director	September 2016	October 2016	Vice President 1	Nominal	

Objective: Appoint ten (10) Level 2 and twenty (20) Level 1 referees by 2018

Projects	Start Date	End Date	Lead Role	\$	Status
Prepare and implement a plan for the cost of Level 1 and Level 2 certification for existing referees	June 2016	September 2018	Referee Manager	2 hours	
Arrange training with BQ's Referee Development Manager	September 2016	October 2018	Referee Manager	Nominal	

Objective: Appoint four (4) Level 2 score table and eight (8) Level 1 score table personnel by 2018

Projects	Start Date	End Date	Lead Role	\$	Status
Prepare and implement a plan for the cost of Level 1 and Level 2 certification for existing score table personnel	June 2016	September 2018	Referee Manager	2 hours	
Arrange training with BQ's Referee Development Manager	September 2016	October 2018	Referee Manager	Nominal	

Objective: 50% net increase in total revenue by 2018

Projects	Start Date	End Date	Lead Role	\$	Status
Develop a formal sponsorship proposal / package and a marketing plan	July 2016	September 2016	Vice President 1 + Vice President 2	5 hours + 5 hours	
Increase sponsorship to \$100,000 gross total per year by 2018	September 2016	December 2018	Vice President 1 + Vice President 2	\$2,000 + 2 hours per week + 2 hours per month	
Online registrations and payment finalised and implemented	May 2016	July 2018	Treasurer + Club Delegate	5 hours	

Objective: 5% net increase of volunteers each year until 2018

Projects	Start Date	End Date	Lead Role	\$	Status
Appoint a volunteer coordinator and develop a volunteer management plan	May 2018	July 2018	Vice President 2	30 hours	
Recognise all volunteers quarterly per year	August 2016	December 2018	Vice President 2	1.5 hour per month	
Implement a Volunteer Management Plan	August 2016	December 2018	Vice President 2	2 hours a week	

Objective: Increased satisfaction of current and future members by 2018

Projects	Start Date	End Date	Lead Role	\$	Status
Design and develop a proper survey to measure customers' satisfaction	June 2016	August 2016	President	15 hours	
Conduct a survey quarterly per year to record and evaluate results and document/register all issues	Each quarter starting in September 2016	ongoing	President	\$200 + 6 hours a quarter	
Bring issues and lessons learned to the management committee	September 2016	Ongoing	President	2 hours a quarter	