

A close-up, low-angle shot of a basketball, showing the orange pebbled texture and the black lines of the seams. The lighting is dramatic, with strong highlights and deep shadows, creating a sense of depth and texture. The background is dark, making the basketball stand out.

Bacchus Marsh

Basketball Association

Operational Plan
2021 - 2023

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The Plan

Brief History

The BMBA began from a number of Clubs from a nearby Association, being dissatisfied with that Association's lack of development activity for young players. This group came together with the aim of forming a smaller but more inclusive environment for all those who wanted to enjoy basketball.

This group then approached the Belgravia Sports Management Group, to see if it could utilize the Bacchus Marsh Leisure Centre (2) court facility to make a home for the BMBA moving forward through its development phase.

An agreement was reached and in 2012 the BMBA began with an inaugural junior season with some 300 kids playing and that has now grown into what we have today, which is some 900 registered players playing ball in 2020.

The Association members then elected a Committee of Management and that body has continued to administer the direction of this Association.

The BMBA now has (4) fully affiliated Clubs, who independently administer teams in competitions ranging from U8 right through to U19 and also in the Men's and Women's competitions but we also cater for senior teams' non-Club affiliated.

In addition, since 2015 the BMBA has entered representative teams each year into the Victorian Junior Basketball League (VJBL) and in the 2021 season it has entered (9) teams, one in most of the age groups available.

With the final approval of the new (4) court facility proposal from the Moorabool Shire being realised this year, the BMBA Committee has undertaken to prepare this (3) year management plan, with the specific aim to create a document that will guide the actions, development plans and facilitation the BMBA must undertake in order to be in a position to maximise its use of the new facility, when it becomes available in 2023.

A strong Plan will underpin the BMBA's accountability for:

- All members of the BMBA, whether playing, coaching, refereeing and/or supporting – to ensure that their participation is an enjoyable and a rewarding experience.
- Sustaining, growing, developing and promoting basketball at all levels and the provision of the countless prospects that it has on offer – both on and off the court.
- Ensuring that all courts at the facilities it uses, are utilized to their fullest potential.
- Creating an all-inclusive Association where all people will be welcomed and treated fairly and equally.

Planning process

The Executive and Management of the BMBA along with Committee Sub Committee members have prepared this Operational Plan. This plan is to be a working document that will be updated on a regular basis or as demand necessitates.

The plan represents a wide range of aims/objectives, outcomes and strategies that will be the focus of the BMBA over the course of the next (3) years.

As the BMBA strives for excellence and continual improvement, the plan will be refined to reflect learning's and experiences along the journey, this is essential to ensure the Association continues to meet its primary aim of being one of the premier sporting organizations in the local area.

The Operational Plan of the BMBA will keep aligned with the priorities of the Basketball Victoria and all Operational Plans it develops. In that regard, Bacchus Marsh Basketball is committed to achieving outcomes in line with Basketball Victoria's Vision Statement:

[*Basketball in Victoria: the world's best sporting community.*](#)

Essential components of the Plan

The Vision Statements of the BMBA form the platform for a solid base for the organisation to launch from, which is fundamental to the direction and progression of the Association. Further, from these statements a set of strategies can be produced – representing the fundamental requirements of the Association that are needed for it to successfully manage the BMBA structure and activities towards operating in the new facility from 2023.

The other vital element of the Operational Plan lies in the approach, methodology, accountability and timelines - which gives representation to the What, How, Who and When for the BMBA Committee.

The Future

Vision Statements:

- Continuously growing involvement and participation in all levels and facets of basketball within the Bacchus Marsh Region.
- Developing more community participation, involvement and enjoyment in basketball through the provision of a safe, enjoyable and welcoming inclusive environment
- Creating the environment for individuals to excel in their chosen field of basketball – whether player, coach, referee, administrator or spectator.
- Positioning the BMBA Lions brand as a recognised and respected brand amongst the wider Moorabool sporting community.
- Engage with all relevant stakeholders to create an inclusive approach to continual improvement in all that we do and achieve as an Association.
- Maximizing the potential growing the BMBA Competition across all levels both Junior and senior, with the provision of opportunity the new facility will deliver in 2023.

Flexibility of the Plan

While this Operational Plan represents a wide range of outcomes and strategies to be achieved by the BMBA over the next (3) years, it is to be regarded as a working document and as such, gives the Association the flexibility to refine and change direction, should this become necessary.

As the BMBA continues along the path of continuous improvement, valuable information will be gathered for it to assess where the Operational Plan needs refinement and alteration in its role as a working document.

This will allow the Association to maintain a strong position, as the basketball sporting landscape changes and it prepares itself to maximise its use of the opportunities the new facility may offer.

Three - Year Plan

Whilst the BMBA is dedicated to ensuring its future, through the sustainable and systematic planning process, it still has a responsibility to maintain its current core business whilst still growing its participation base, these being:

- Effective management of a number of domestic competitions
- Delivering on reasonable and relevant stakeholder interests and needs
- Effective management of BMBA representative teams
- Ensuring the financial viability of our sporting association in an environment of increased operational requirements (Covid procedures, increased number of programs) and rising operational costs
- Maintaining and servicing community partners
- Ensuring quality ongoing development of the Referee Development Program
- Maintaining and growing the Association's membership base
- Ensuring ongoing development of Domestic and Representative Coaches
- Effective management of ongoing player development programs
- Managing the ongoing relationship with the Moorabool Shire Council
- Maintaining systems and policies to support financial, human resources, risk management and legal obligations

The Sport

The structure of a not-for-profit affiliated basketball associations in Australia is governed by the one national association (Basketball Australia), who has as its members the eight state associations (BV, BNSW, BQ, BWA, BSA, BTas, BACT, NTBA); who in turn has as its members, many local basketball associations (such as the BMBA).

Together, they provide the infrastructure that represents the interests of the game of basketball at all levels through the broader community of basketball participants, from local to international.

Basketball Victoria

Basketball Victoria, is a not-for-profit organization, and is the governing body for the sport of basketball in Victoria.

Basketball Victoria has as its primary membership base, a host of 144 Associations throughout the metropolitan and country regions. These associations range in numbers from nearly 10,000 members down to a small membership base of 100 members in some rural communities. Basketball Victoria Country is the governing body for all regional based basketball Associations.

Basketball Victoria and Basketball Victoria Country also run development programs, talent identification camps, the state team program and regional development programs such as Hoop Time. It also oversees the two major representative leagues in Victoria for Senior and Junior participation – being the Big V League and the Victorian Junior Basketball league (VJBL).

The broad objectives of Basketball Victoria are to:

- Encourage, promote, manage and control the sport of basketball in the state of Victoria.
- Represent the interests of basketball and basketball participants within the state of Victoria at national level.
- Encourage the development of socially desirable attitudes and values towards physical fitness and skill acquisition through play, training and competition.
- Provide access for individuals to participate in the sport of basketball in the state of Victoria.
- Provide individuals with opportunity to maximize their potential by competing in the highest level of basketball possible, given their own ability.

Current Situation - BMBA

The BMBA (BMBA) is a growing Association with increasing membership numbers, despite a shortage in available Courts in the Community.

The Bacchus Marsh Leisure Centre is the main stadium utilised by the BMBA. It is a two-court council managed facility, that is shared with the Bacchus Marsh Netball Association and other users. The facility is attached to Bacchus Marsh College and as such is only available to the BMBA outside of school hours. Importantly, the Moorabool Shire Council has now committed to building a stand-alone (4) court multi-purpose stadium within (2) years.

In addition to the (2) courts at the Bacchus Marsh Leisure Centre, the BMBA also utilises the Bacchus Marsh Primary School with the use of this court continuing to grow as our player/team numbers grow. The BMBA currently uses this court for six hours each Saturday between the hours of 8:30am and 10:30am and then again from 1:00pm until 5:00pm (Karate use it between 10:30am and 1:00pm).

Our Tuesday and Thursday night competitions are also continuing to grow, so the new Stadium Proposal could not have come at a better time.

Tuesday night was normally our Under 16 Girls and Boys night but we have had to move our Under 18 Boys from Thursday night to Tuesday night as the Under 18 Boys Competition has grown from six teams in 2014 to twenty teams in 2020. The problem with moving our Under 18 boys to Tuesday night is we now have a full capacity use of the Leisure Centre on Tuesday nights.

We now have the same problem on a Thursday night with our Men's 2021 registrations sitting at 28 teams and only enough time slots for 20 teams, so this means including byes as part of our fixturing.

With the proposed (4) court facility, it is a real possibility that we should be able to develop three Men's grades (A, B and C) thus giving more quality basketballers as well as social basketball players a chance to play.

We also have an Under 19 Girls Competition which commenced in 2021 but have no possible night for this to go ahead, so it is played in late time slots on a Saturday, which does not suit most kids that age as most try to get part time jobs etc, so this means we may lose out in numbers with teenage girls of which some will join other competitions elsewhere or just give basketball away altogether.

Although the growth in our membership base is a good problem, and we are quite literally unable to cater at present and even with the support of a number of other Primary school courts, it does significantly impact the growth and in particular effect club training and this is where the real court shortage takes its toll as there is a noticeable impact on the quality of our competition.

So rather than the Clubs positively promoting our game in this region, they are currently really only managing players who enquire to each Club about playing. The upside is when the new facility becomes available a stronger and better promotions program can be put in place, but this will require better Club management as well.

The BMBA currently has some registered players from a number of outside the Moorabool Shire including country areas in the Shire as well as Ballarat, Melton, Werribee, Keilor and many more.

A few notes on matters effecting the BMBA's over recent years:

- Approximately 350 participants in 2012 to approximately 950 in 2020 and this will continue to grow even though slowly under the current court shortage pressure.
- From 65 teams in 2012 to an estimated 120+ teams in 2021.
- Six VJBL teams in 2013-14, to eleven in the 21/22 season.
- BMBA Beginners program has more than 50 registered 5 to 7 year olds regularly attending every week.
- If this number is maintained each year, another 5+ teams will be added to the competition in U8, this is without accounting for direct club growth of players in their own right.
- However, more needs to be done in retaining our players in the higher age groups and in particular with girls.
- We have more than doubled our use of the BMLC since starting up in 2012.
- Appointment of a Referee Program Manager this past season to manage and grow our referee development program.
- Increase of Comm size from 5 to 8 with inclusion of Club appointed representatives.
- We now have half of our domestic and representative teams training outside of Bacchus Marsh including teams training in Ballan, Ballarat and Melton.
- Eynesbury identified as having the potential for a new Club, being self-supportive with its own single court facility.
- Ballan who play in the Ballarat Comp also identified as a possible new Club opportunity

Bacchus Marsh Lions Junior Representative Program

The BMBA enters representative basketball teams that compete in the Victorian Junior Basketball League (VJBL), under the name of the Bacchus Marsh Lions. The Association currently play their home games at the Bacchus Marsh Leisure Centre.



The Association teams play on Friday evenings in competitions arranged by Basketball Victoria and includes several divisions. The top division is Victorian Championship (VC), followed by the Victorian Junior Leagues (VJL 1-4), Eastern Qualifying (EQ) and Northwest Conference (NW). Teams in these competitions play at stadiums throughout greater metropolitan Melbourne and occasionally country Victoria.

The representative program also provides many pathways for junior players to play at higher levels. Players will be provided with information about Basketball Victoria Camps and events that may allow them to one day represent Country Victoria, or progress higher. The opportunity to compete in the VJBL also allows scope for the BMBA to develop their coaches and referees to a higher standard. Our coaches are encouraged to attend the many development opportunities offered by Basketball Victoria, such as camps and clinics, and the referees are given development opportunities to allow them to progress through the refereeing ranks.

The Country Basketball League (CBL) is a Victoria Country/State based competition, elite team competition playing on a home and away basis throughout Victoria and may be the pinnacle of basketball for many of Bacchus Marsh junior representative players.

The admission to this league in 2018 with a Men's Team was seen as significant and positive step to providing a direct pipeline for those BMBA Junior players, who wanted to progress their Basketball past Junior representation. As a side note our Men's Lions have featured in each Finals series since entering.

The Association will now focus this coming season with an entry of a Women's Team into the CBL, in addition to our Men's team. The CBL is also a state based home and away competition, but on a more regional level, while still maintaining an elite competition focus.

The current and very relevant issues of providing suitable facilities to accommodate the needs of all visiting CBL Teams. In addition, we cannot properly provide what is essentially a referees safe room which prevents the BMBA seeking more events to be run at the current Stadium.

So while we continue to pursue CBL success, we do so by simply making ends meet, while the new facility will finally allow us to shine with state of the art facilities as an Association.

Current Premises

Primary location:

The BMBA utilize one main (2) court facility within the Moorabool district for playing and training purposes. The Bacchus Marsh Leisure Centre is the current (2) court home base for the Association located at: 5 Labilliere St, Maddingley VIC 3340

This stadium is the base of all interleague competition home games for all Representative teams along with weekly domestic competitions, with the Association also outsources other courts and facilities at local Primary Schools to cater not only for our Local competition by also for training purposes.

Our Committee Structure

President:	Wayne Slack
Vice President:	Leigh Bradbury
Secretary:	Melissa Strang
Treasurer:	Johanna Blain (Contracted??)
Committee:	Carole Waters
	David Champness (Independent) - Shane Roberts(Independent) - Paul Fisher (Magic Club Representative)
	Matt Clark (Lightning Club Representative) - Richard Simson (Saints Club Representative)
Referees Program Manager	Emily Todorov

Our Key Stakeholders

The BMBA has identified a number of Key Stakeholders that it knows will help contribute to a successful period of growth and operation for them. The stakeholders have been categorized into three key areas – **Co-ordination, Co-operation and Collaboration**. It is important that all parties involved agree on the degree of commitment required so that expectations of the different partners are aligned.

Co Ordination	Co Operation	Collaboration
BMBA Committee	Other Basketball Associations	Moorabool shire Council
Members	Bacchus Marsh Netball Assoc	Basketball Victoria
Clubs/Teams/Coaches	BM Prim School Sport Assoc	Basketball Country Vic
Referees	Other Local Sporting Groups	Local Business Community
Paid Staff + Volunteers	Spectators & Community	Uniform Manufacturers

Co-ordination – these stakeholders, the majority of which are internal to the Association, are those that the Association feel they have some control over and are vital in the overall running of the Association.

Co-operation – these external stakeholders are seen as partners that can help the Association achieve results in designated programs or projects.

Collaboration – these stakeholders, the majority of which are external to the Association, are usually a higher authority to which the Association has an interest.

Every Association takes a different approach to its stakeholders as the roles of stakeholders differ between Associations, dependent on the expectations and responsibilities laid out at the founding of any Association and it then evolves over the years.

The Next Three Years

Action Planning

The Operational direction of the BMBA, as with all planning, is centered on some important questions.

- Where are we now?
- Where do we want to be?
- How are we going to get there?

The Committee has begun this planning with one initial question:

'Over the next 2-3 years, while navigating towards operating in the new facility, what will the BMBA need to successfully plan, manage and implement to facilitate a smooth transition in to the new Stadium?'

The following activities have been identified as crucial to the success of the BMBA in this regard.

Facility Management and Development

The Association, like many more across the state, continues to grow at a greater rate than what it can claim available court space, even with a promotional hiatus in place.

So, with the ultimate availability of a new (4) court facility in 2 years' time, the BMBA is now in a unique position to pursue growth, prior to the new facility being available, in all key aspects associated with a good hard working Basketball Association, such as increasing:

- the number of individual Players registered each season – Currently 1000
- the number of Clubs providing resources for players to play – Currently (4)
- the number of Teams entered by each Club into BMBA Competitions – Currently 120+
- the number of VJBL Rep teams – Currently 11
- interest in those trying out for both our both Men's and Women's CBL teams- Currently 15 players in each
- Senior Basketball numbers for both Men and Women at various levels – Currently 60+ players
- Our Special Hoops program participants – Currently 25
- Our Beginners Program – Currently 50 participants.

Improved Governance/Administration

As the Association grows, the need for more adequate resources and better governance also grows. The Association with the pending new (4) Court facility would eventually require a more 'hands on' most likely full-time administrator, who is capable of undertaking a significant amount of the current volunteer-based duties.

The Association will therefore need to explore the possibility of sourcing a part time Basketball Manager in line with our current paid administrator asap, who roles and responsibilities are clearly defined within the aims and goals of the organisation and likewise can grow in accordance with the growth of the BMBA.

A key factor in the success is the development of a Position Description for the Basketball Manager, clearly setting out the duties, accountabilities, responsibilities and the KPI's involved, likewise how this position will be reviewed each year.

The opportunity should exist to grow this position, as the membership numbers grow between now and the transition to the new facility. It is expected if the BMBA can achieve the number of player participants required to support this position hopefully to become a fulltime position, within the New Facility.

Improving Membership Communication and Inclusion

It is expected that the BMBA will consistently need to improve its communications to all members, to ensure inclusion and buy-in from all members/stakeholders, with a vested interest in the long-term prosperity of the BMBA.

Over the past 18 months this committee has stepped up its communication, with a monthly newsletter, regular notice, with an overall general improvement in the amount of informed information being made available to all involved. Moving forward this must continue to get even better and ensure even more inclusiveness with created in all that we do.

At present the BMBA have contracted for a new website after seeing the absolute lack of use the old and tired site was getting, it is hoped with a new, smart and easy to use site we can start to migrate more people to utilize its information.

It will be the committee's responsibility to ensure this site is current, informative and about all else easy to maneuver.

Clubs Growth, Education and Support

As the Clubs begin to grow the administration and management of the Club Membership required also grows, so the BMBA must be able to introduce plans to assist each Club grow but then also cope with these increased growth responsibilities.

It is obvious a 5th Club is needed to ensure more player growth and the sooner that can be activated the sooner the growth begins.

Any new club will require full involvement and support from the Committee to establish itself, even to the extent of subsidy with its uniforms and training costs until it gets on its feet properly.

Likewise, it is expected that each existing Club must also grow in terms of their membership and management in order to support the BMBA growth objective, hence it is expected the Association will be called on to provide far greater assistance and support with the Club's administration, financial management practices and responsibilities, than ever before.

An open review needs to be undertaken by the BMBA on what best fits in with the Club's, in order for this support and management, to be effective for each Club, so they can grow in structure and Management accordingly.

Better Volunteer Management

Transparency and collaboration were two themes coming from our research last year with the Club Presidents, in regard to their requirements moving forward. The ability for all member Clubs to help the Association steer in the right direction, would be greatly enhanced by this measure.

With the growth expectations the BMBA, will become even more dependent on the number of volunteers at its disposal, volunteers who will generally support the Association/Clubs with the quest for continued growth and better delivery of our Competitions.

Referee Development Programs

The BMBA, like every sporting club, knows that it would not have a competition without the assistance and dedication of those officiating the game, our referees. The BMBA also understand the strong position it must take as an Association to ensure the ongoing development of quality referees and the need to structure a quality program accordingly.

The Association recently appointed **Emily Todorov** to the Newly created position of BMBA Referee Program Manager, this role is seen as one that sets the standard in our decisions/ appointments moving towards maximizing the new facility.

This position, will manage and oversee the entire Referee program managing the ongoing, recruitment, retention, development and reward aspect associated with a top-quality program.

The BMBA are confident it now having the best person for this role, with the recent appointment of Emily Todorov and as such, look forward to this area of the plan consistently developing in a positive direction.

Primary School Player Sourcing Programs

The BMBA will need to continue to implement its plan for the In School Basketball Awareness Program in local primary schools, each year in term one for all prep/grade one's grades at minimum.

To be truly effective this program must maintain an effective communication and program implementation with all the Primary Schools in our region. The effect of these programs can be measured by the number of kids who then go on and register for the Beginners Clinics we run in term one and two.

These Beginners Clinics plus the newbies sourced by the Clubs form the foundation for our 8 and Under Domestic Competition each year and if the Association can rely on say 50-60 new kids in under 8 each year the entire junior competition structure will continue to benefit each year thereafter.

This likewise is seen as something that should become part of the new position of the Basketball Managers accountabilities

Beginners Introduction Programs/Games

From the middle of term one to the end of Term 3 each year the BMBA must run Beginner's Programs at the Stadium to foster the ongoing interest of Preps and Grade one kids, identified via our in-school clinics, in basketball.

As a second program the BMBA will run 7 and under competitions on a Sunday beginning mid-way through term 2 till end of term 3 providing another opportunity for interested kids to try out basketball but in this instance in a game like environment.

These games will have prep type rules such as lowered rings, size 5 rubber balls and allowing 6 players on a court at any one time and only 15-minute halves.

The Coaches running the Beginners Clinics will be utilised as the Coaches for these games and our Green Shirt referees will be given the opportunity to referee the games.

The purpose of these games is to assist and prepare these kids to enter the Under8 BMBA Saturday competition.

This program also allows the BMBA to utilise many of its younger players as coaches, to broaden their perspective of their future in the game.

Coaching Development Programs for Domestic Club Coaches

With this expected growth in player numbers, comes a real need to plan/implement a Coaching Educational Support Structure to allow education to flourish. In line with the expected increase in player registrations, we will require a significant number of competent coaches capable of ensuring that our players can learn the game, progress and grow over time with the appropriate knowledge and suitable skill level required to be able to play the game at whatever level they so choose.

The BMBA must therefore ensure it provides suitable Coaching advancement clinics to guarantee the ongoing development and education of more suitable Club Coaches to meet the increased demand for Coaches created by the increase in player participation.

Some identified courses assistance required are:

- BMBA Coaching certificate – 1st Time Coaches
- BMBA Clinics for 10 and under Coaches
- Regular Coaching Clinics for all Club Coaches
- Local based BV Certified Coaching courses
- General utilization of BV Clinics for Club Coaching improvement

Coaching Development Programs for Representative Coaches

All VJBL Coaches each season, must be given an opportunity to hone their coaching skills throughout the year and the BMBA needs to establish opportunities to grow our Coaching knowledge base.

Likewise, an identification/sourcing process should be developed and put in place to help the BMBA identify suitable Club Coaches that may be suitable to undertake VJBL Coaching then and/or in the future.

Likewise, the identification of young Assistant Coaches each year is crucial to having enough Coaches adequately available to simply enter teams.

Over time to meet the ongoing Coaches demand in both numbers and education for the ongoing player development process required to make better skilled VJBL players.

Further, the identification of external Vic Basketball Clinics for Club Coaching improvement will also be critical.

CBL Program Improvement/Growth

While the BMBA have supported the entry of a Men's CBL team over the past 2 years and now a Women's team this year, it has not yet created the necessary mix of support, loyalty and promotion of these teams from a domestic perspective. In short, the teams are performing on the court but there has been a general lack of support, program enthusiasm and simple lack of attendance at most home games.

To capitalise on the CBL program, the BMBA will need to undertake a review and start planning some new ideas to simply make the CBL product more attractive to our junior players, so as they want to go along to games and support their Lions CBL team.

Improvement in Domestic Competitions

The BMBA have identified the need to grow a better standard in its senior Men's and Women's competitions, thereby hopefully attracting a better standard of players wanting to play at this higher level of Basketball.

The current competitions are quite poor in standard and as such represent at best a B and C grade type standard overall. The aim of the BMBA is to create a proper A grade competition, something that most junior players could aspire to be a par toff.

It is planned to utilize our CBL team program this year to initiate an A Grade Men's and Women's competition, as each player must play in the BMBA local competition to be eligible to play CBL for that Association.

In essence the CBL Coaches will pick 2 teams each from their roster to play one night each week against each other under the banner of a new BMBA A Grade Competition.

The BMBA will support this initiative by also including our U18 and U16 VJBL teams in the competition where possible and also, we would hope to maybe get some support from a couple of other teams from neighboring Associations. In basketball, if you create a great standard of competition, players will come!

The end result over the next 3-4 seasons should be the establishment of a proper A Grade comp in both Men's and Women's, which the BMBA can use as the basis to build a genuine A competition in readiness for the new Facility.

Embracing the BVC Pathways

Whether it is BMBA player seeking State elite-based programs, better pathways for referees and/or coaches requiring skill improvement – the Association needs to look at the opportunities that become available for its members through various programs including those from Basketball Victoria Country and likeminded organisations.

Player Pathway Summary

The BMBA has identified the need to offer better pathways for junior players who want to go on and play basketball at either a better level and/or even at a state level in accordance with the many options open to them today.

In this regard, the BMBA sees creating clear pathways as a major aspect of creating a better junior competition moving forward and have identified the following, that will need to be managed effectively;

Beginners Basketball

Aussie Hoops is Basketball Australia's official junior game development program for 5-10 year olds and their families from which Bacchus Marsh have decided to run its own version of this program concentrating on 5-7 year olds, to support its in-school education program and environment where children of all abilities can achieve on the court – and reap the rewards of skill development, enhanced self-esteem, social cooperation and grassroots sports participation.

It is critical at this level that the correct programs are put in place.

Domestic Competitions

Junior boys and girls' competitions for all age groups are offered by the BMBA. All levels of skill are catered for through the BMBA. The Association also runs several senior domestic competitions.

However, it is imperative that domestic player development/education programs are designed and implemented to increase the level of competency in the domestic competition moving forward.

BMBA Junior Representative Competitions

Players are selected through the Association domestic competitions to compete in state-wide tournaments and events. This is the very best junior basketball program in Australia and can allow for greater pathways including ITCP and State Team representation.

The BMBA Junior Team representation also allows representation in the Victorian Country Championships and the like which allows the BMBA to become more identifiable, and hopefully grows our Domestic Competitions, with greater player numbers.



Country Vic - State Based Programs

Players are selected through the Country Vic scheduled try outs and skills days, with final Academies run in Albury at the end of the year for most programs.

These programs are run state-wide and are the pinnacle of junior basketball in Country Victoria the region and can allow for greater pathways including ITCP and hopefully State Team representation.

CBL and BIGV Type Competitions

These are Region or State based elite senior competitions that allows for a greater level of opposition. Games are played on a home and away basis throughout the whole state. This is the highest competition available to members of the Association and the Association is actively chasing entry.

The BMBA must maintain its entry in the CBL program, while keeping an eye on the BIGV programs with their Youth League and Senior Competitions as the pinnacle of competition for most Associations

New Facilities Plan

The proposed new indoor aquatic and leisure centre will allow BMBA to have the availability of a (4) court facility which in simple terms will double our current available court space.

This new facility will clearly allow for an expansion of domestic competition (and training), but would also support basketball pathway programs by providing more appropriate and basketball orientated and specific facilities, which may also facilitate opportunities for the Shire to host regional and State basketball competitions, or higher league exhibition / practice matches, with the inclusion of the proposed show court.

In Sept 2021 the Council advised the funding to complete this project had been approved and the facility will go ahead, with the following general timing process envisaged:

- FORMAL ANNOUNCEMENT - EARLY OCT 2021
- CALL FOR TENDERS - OCT 2021
- SELECTION OF SUCCESSFUL TENDERER - FEB 2022
- COMMENCEMENT OF EXCAVATION - MAR 2022
- ESTIMATED COMPLETION DATE - JUNE 2022

As a result of the pending availability of this new facility sometime late 2023, the BMBA must now set about growing the BMBA membership base by another 50% to be able to fully utilize the new facility, when it comes available.

The initial game plan of the BMBA is continue to utilise the Bacchus Marsh Leisure Centre plus take up further use of some more Primary School available courts on Saturdays and during the week at night for the increase expected in domestic junior competitions.

By extending the usage at the current Stadium and adding in these available school courts which are limited to after midday on Saturday's – so this extra time slots from Current Stadium, Darley Primary, BM Primary and St Bernard's Primary, will allow the BMBA to cater for an extra 12 games (24 teams) & (200 kids) court availability.

As part of the BMBA drive to grow its membership base while still under the constraints of the present training court shortage, does pose some difficulties, however the BMBA with the full support of the (4) operating Clubs will work together to create additional access to indoor court time for basketball training in the short to medium term, by involving the following strategies:

- A fully consultative process of planning should be undertaken with the (4) local Clubs re training facilities.
- BMBA need to source whatever other courts can be utilised
- Clubs will need to allocate more teams to train together.
- Clubs to consider shorter training sessions
- Clinic style combined training sessions for specific age groups (eg: U8).
- Clubs sharing court space if availability permits.

SWOT Analysis

Consultation with the Committee at the Operational Planning Workshop identified the following opportunities and challenges for developing basketball. The following is a snapshot of the Association as it stands at the moment, conducted at the workshop.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Adequate current home court venue • Quality new facility pending • Suitable access to venues to service competition demands • Strong junior representative program • Sound financial status • Good motivated group of volunteers • Strong atmosphere of acceptance and inclusion • Slowly building a strong brand image • Inclusive program development • Good membership communication 	<ul style="list-style-type: none"> • Slow growth in membership base • Inability to grow membership • Not being innovative – not thinking outside the square • Numbers in domestic teams = uneven competitions • Lack of good and available training venues • Require more Community support •
Opportunities	Threats
<ul style="list-style-type: none"> • Marketing Senior CBL representative program in the community • Promotion of the Lions Brand • Look at how we can work closer with other sports • Grow and better utilise player Pathways via BVC • Growing membership/player participation • Bacchus Marsh growing corridor • Greater business partnership opportunities 	<ul style="list-style-type: none"> • Player retention • Not achieving a single vision and direction. • Restriction of growth due to lack of training venues until new facility is available • Kids other sporting and extracurricular commitments • Growth of neighboring Associations • Not following through BVC pathways and development opportunities • Clubs not growing and developing individually with adequate management

- **Strengths:** characteristics of the Association that give it an advantage over others
- **Weaknesses:** are characteristics that place the Association at a disadvantage relative to others
- **Opportunities:** elements that the Association could exploit to its advantage
- **Threats:** elements in the environment that could cause trouble for the Association

The setting of objectives after the SWOT analysis has been performed to allow for achievable goals or objectives to be set for the Association. The ability for the Association to 'open up' to its weaknesses and threats, allows for a more positive and concise Operational plan to be developed.

Our Competitors

The BMBA would see the following table as an indication of their main competitors. Although football may seem like the main rival for the Bacchus Marsh sporting participation market, that sport is actually capped as far as the number of participants that they can actually accommodate. This in fact limits their true potential, as they are not like a traditional Association, where the number of members can be open ended. A sport that has a traditional Association base, such as Netball, should be more of a concern.

There are several local basketball Associations within the region and close to Bacchus Marsh; with those Associations more towards the east being able to draw from the population corridors that resides there, while those Associations whose locality is more centred toward the city, have a more limited drawing power.

Competitor	Our Competitive Strengths	Our Competitive Weaknesses
Other Basketball Associations	Still a boutique Association in size with a capacity to communicate well and make decisions quickly and effectively as and when required. Great positioning in the Ballarat to Melbourne expansion corridor.	Inability to provide quality coaching/ high enough Rep competition/big enough variety/levels of domestic competition
Football / Netball Clubs	Indoor sport – all year long No local major football supporter bases No netball State League opportunities Netball association has state representative links	Lions branding exposure for both sports.
Other sports	All inclusive, all weather, all skill levels	Soccer – always increasing and initially easier to play/learn
School sports	Structured and tiered competitions for all skill levels Holistic ‘all of game’ opportunities eg: referees, coaches, administrators	Compulsory activity

The majority of our competitors have been active in the district for some time, and the BMBA has a limited, but growing history associated with it. The BMBA would however certainly be on the radar of all neighboring Associations and other sports, as being a major contributor to the sporting landscape in the area.

Heading eastward towards the city, there are two predominant basketball Associations: the Melton Basketball Association with a new 6 court facility due to open and the Keilor Basketball Association with a major upgrade about 3 years ago. More so toward the south-east, the Werribee Basketball Association has now grown considerably due to a recent 10 court facility upgrade and is one of the fastest growth areas in the state.

Basketball Association numbers can fluctuate from season to season. These transient teams can be a win for the Association that provides a greater ‘program’ of basketball to compete in. This does not always include just having a better standard of competition, but probably even more importantly, it usually requires a better standard of referees to officiate the games. It could also include other intrinsic items such as: game times and scheduling, parking availability, car park security, canteen facilities, availability of results, cost of game play, association reputation etc.

This is where Exit Interviews with teams that are leaving are worth their collective weight in gold. Knowing what are the key indicators of teams and players leaving the Association can assist with strategies to keep those members for longer.

Strategy Objectives

People 'Strengthen capacity and encourage excellence in outcomes at every level in basketball.'

1.1 Develop committee/employee performance review process, supported by appropriate training and development

How:

- Develop a comprehensive yearly calendar of position review events
- Better recruitment and retention of the right volunteers
- Implement better Volunteer Management and Inclusion Plan

Outcomes:

- Creating a sense of belonging and pride
- Greater support all staff and administrators in achieving their goals
- One united front for basketball within Bacchus Marsh – junior and senior

1.2 Maintain and develop solid reporting procedures

How:

- All Committee members to become a part of one or more sub committees which all have a clear description of the responsibilities and their governance at Association level.
- Request monthly sub com-committee reports at all Committee meetings
- Annual review of Constitution, By Laws and Rules
- Explore the best operational plan for Tribunal matters
- Enforce Clubs to follow up working With Children checks
- Ensure ongoing annual review at minimum of this Operational Planning doc

Outcomes:

- Strong and committed Committee
- Constitution, By Laws and Rules consistently reviewed
- Tribunal and Disciplinary Hearing best practice put in place
- All security requirements met through WWC
- Operational Planning doc continually updated in accordance with current environment

1.3 Maintain and develop initiatives to ensure the BMBA retains its family centric culture as it grows

How:

- Foster partnerships with key agencies to enable effective achievement of mutual plans
- Plan and implement an ongoing Spectator Behavior Programs/Campaigns
- Establish regular Club and/or President's meetings to ensure 'same direction' focus
- Consider including Basketball Victoria Country with the development of the plan
- Ensuring BMBA is consistently clear, inclusive and informative with all information opportunities

Outcomes:

- Partnerships formed with interested parties
- Reduce incidence of bad spectator behavior
- Ensuring all Committee members are informed decision makers
- Assists in identifying state wide trends
- Keeping all members regularly informed on progress of the BMBA

Inclusion [‘Ensure basketball is a sport that enables everyone to participate.’](#)

2.1 Remain pro-active in the pursuit of an All Inclusive BMBA

How:

- Partner and assist in the running of specialist programs, and bring under the BMBA banner.
- Cross cultural awareness training and adaptive coaching
- Seek more involvement with all community sectors
- Look to improve the inclusiveness of everything we do

Outcomes:

- BMBA becomes more aware of its responsibilities to the ‘whole of community’
- The BMBA Community becomes more involved and committed to the Association as a whole
- The BMBA introduces specialist programs as required to meet specialist needs

2.2 Promote basketball to indigenous and other disadvantaged groups as an intervention tool to aid community health and well-being

How:

- Work with like-minded civic groups to gain a better understanding of where the BMBA can assist/support within the larger BM community

Outcomes:

- Increased community recognition of the health benefits derived through participation in basketball
- Increased participation levels for all disadvantaged community groups
- Increased recognition of the BMBA in this area of the community

Growth [‘More players, more people, more community engagement and healthy outcomes.’](#)

3.1 Strengthen and grow our grassroots and continuously improve our development programs

How:

- Investigate further the use of an Aussie Hoops type program within the Primary Schools of Bacchus Marsh and develop specific programs accordingly, such as:
 - Beginners School Holiday programs/camps
 - BMBA Hoops “In School” Program
 - Utilise older players as Coaches
 - Create ‘Beginners Game program’
- Promote and conduct Club Coach courses to ensure all coaches hold applicable accreditation and expand the number of available coaches
- Promote a program of education to attract more Girls into basketball

Outcomes:

- Increased participation rate at a younger age
- Better transition of development program players to Association members
- Increased Female participation
- Increase in the Coaching capabilities at Club level
- All BMBA Representative Coaches are as well versed in coaching basketball

3.2 Minimise increase in cost of participation for grassroots players

How:

- Expansion of the base through successful grant applications to assist keeping cost increases under control
- Look to establish ways to lower fees for those from disadvantaged backgrounds

Outcomes:

- Reduction in the automatic increase in cost associated with playing basketball each season
- Introduce and promote Family hardship and support programs to support those families in need

3.3 Develop initiatives to maximise participant retention at all levels

How:

- Invest In Primary School development programs and the opportunities that they present
- Develop Community and Secondary School Coaching Courses
- Develop “Coach the Coach” Program within Junior domestic competition – Mentor Program
- Appoint a Referee Program Manager to manage the recruitment and develop new Referees
- Develop, publish and communicate a clear and concise player pathway through BVC pathways

Outcomes:

- Design an ongoing and distinct and sustainable pathway for kids from Preps to know about basketball
- Develop a strong recruitment plan from this program
- Increased number of domestic coaches
- Increase the number of quality Referees available to the BMBA
- Junior Player Pathway defined

3.4 Provide training and development opportunities to enable our coaches, players and referees to reach the highest level they can possibly achieve

How:

- Develop better Club Coaching Course
- Create a bottom age Association Coaching Course
- Actively promote BV and BVC Coaching Workshops and Clinics
- Identified athletes and teams to attend specialised training program, eg: ITCP, Squad team competing in other competitions / Associations
- Investigate further Sponsorship opportunities – Partnership Program
- Instigate new referee programs to assist in recruitment, retention and rewarding.
- Continue to develop the BVC Referees pathway

Outcomes:

- Credible Coach Development program
- Higher level of participation
- Higher level of participant retention
- Credible Player Development program
- Higher level of participation
- Higher level of participant retention
- Credible Referee Development Program
- Higher level of participant retention

Facilities [‘Ensuring more and better places to play – turn nobody away.’](#)

4.1 Constantly monitor the local landscape for additional courts and/or facilities

How:

- Continued advocacy and lobbying of the Local Schools facilities to assist managing the participation growth anticipated prior to new facility being available
- Develop a stronger working relationship with Moorabool Shire Council to ongoingly present a BMBA capacity to run/manage the court facility in the New Stadium
- Continue to work in partnership with Council on achieving lower fees for usage.

Outcomes:

- Increased access to facilities and courts in particular for training in Bacchus Marsh
- Create a user-friendly Memorandum of Understanding in place with Council for stadium use
- Manage any increases to members/ families' costs

4.2 Maximise basketball participation at existing venues

4.3 How:

- Further developing grass roots participation
- Look at increasing Club numbers
- Work with Clubs to assist them to grow in line with BMBA expectations
- Further develop non-game day programs that will utilize facilities during the day and service different community groups

Outcomes:

- Create full fixtures on all days of competition
- Increased participant numbers in all BMBA competitions
- See a managed growth in club numbers and their internal capacity to manage same

4.4 Develop mutually beneficial Operational alliances with other Associations/sports

How:

- Collaboration with other local sporting / recreation groups to maximize new facility usage

Outcomes:

- A stronger local hub recognition amongst all sporting groups, to assist in the utilization of the new facility when available

4.5 Develop strong working relations with local and state politicians How:

- Identify key personnel in local and state government that are willing to assist us with even further facility development and management

Outcomes:

- Build relationships with all Government representatives who can have any positive effect on the overall relationship required by the BMBA with the new facility

Awareness ['Promote better awareness and recognition of basketball's popularity at all levels of local government and in particular, within the Local community.'](#)

5.1 Review/update at minimum annually the Operational Plan as an ongoing working document

How:

- Annual review of BMBA operational planning document with the view to amend/update/improve its information/guidance
- Consistent and constant improvement in the promotion of the BMBA and Bacchus Marsh Lions brand within the community at large

Outcomes:

- Ongoing Operational Plan in place providing a yearly directional focus and actions/outcomes achieved for review

- The BMBA and Bacchus Marsh Lions brand is universally known throughout the Bacchus Marsh sporting landscape, with the broader community forming an emotional connection with the brand.

5.2 Continuously review our communication methods for effectiveness, efficiency and inclusiveness

How:

- Review and develop an improved Communication Plan at the start of each year
- Regular, communication planning meetings and further development sessions
- Pursue ideas to promote BMBA in local media – eg: weekly column and results
- Continued use and training on The Basketball Network and FIBA Online Organiser
- Monthly newsletter
- Utilise social media to communicate and engage directly with our younger members

Outcomes:

- More inclusive and informed members
- Increased profile within local community via print media
- A more efficient and effective management of competitions
- Ongoing improvement in overall BMBA Communication strategies in all that we do

5.3 Increase financial revenue via successful grants and new sponsorship opportunities

How:

- Attend Council Sponsorship and Grant Writing workshops
- Become a member of BVAN (BV's Association Network)
- Keep a regular eye on Council Website
- Utilise Community based grants for our benefit
- Constantly review fees/charges on all activities associated with any activity run/managed by the BMBA

Outcomes:

- Growing our corporate business partnerships
- Successful Grant and Funding application management
- Maintaining a strong financial management of all activities within the control of the BMBA

Leadership ['Building the business of basketball by providing a Operational focus, developing and strengthening partnerships and reinforcing a strong and united BMBA community.'](#)

6.1 Be a persuasive advocate for basketball

How:

- Be pro-active and inclusive in 'getting the message' out there regarding the BMBA and its people, programs and products.
- Maximise our involvement with Shire related activities such as: McHappy Days, Council Festivals, School Events, working with Charity Organisations/Community groups, community initiatives and fund raising for local charities etc.

Outcomes:

- To maximise relationships with the Moorabool Shire Council
- To maximise relationships with the stakeholders who have a vested interest in our Association
- To assist where ever possible Community based events, support and charity groups

6.2 Research for better understanding of who plays and what their needs are

How:

- Create a quality website to ensure improved traffic to our website on a regular basis
- Undertake regular reviews/surveys of membership opinion and the like.

Outcomes:

- Increasing website traffic and ensuring better communication occurs
- Understanding better what our members require from the BMBA

6.3 Engage with and support the future leaders of the Association

How:

- Investigate further opportunities for our young members to become young leaders within the local community

Outcomes:

- Work with our young members on being recognised as leaders within the local community
- Meaningful partnerships with other 'likeminded' organizations that may be able to assist our younger leaders in the growing and opening up of their minds.

6.4 Regularly survey members for feedback on BMBA performance

How:

- Conducting a Members Survey every 12 months
- Conducting exit surveys of families, players, coaches and teams leaving the competition to identify drivers for better competitions

Outcomes:

- Informed information from a quality Survey every 12 months
- Development of an automated exit interview process and feedback program to gain better information re Association improvement

Priority Status

Each of the strategies in the Operational Plan will have a Priority Status listed for its implementation, or timeline. This allows the BMBA via its Sub Committees to plan/prioritize its programs and to ensure that the Operational Plan does not become stagnant or non-productive. The timeline key is as follows:

High	0 – 3 months	This plan/action is considered very important to the overall plan of the Association and should be implemented as soon as possible.
Medium	3 – 12 months	This plan/action is considered by the Association to need attention in the near to medium future to obtain maximum advantage from its benefits.
Low	12 – 36 months	This plan/action is considered by the Association to warrant attention within the longer-range term of the plan to obtain advantages.
Ongoing	Ongoing	This plan/action is considered by the Association to be ongoing throughout the life of the Operational Plan.

Conclusion

The BMBA Operational Plan is an ongoing 'work in progress' document, which will be regularly reviewed updated and or amended to reflect the present and/or current actions/activities of any matter mentioned, with responsibility by the BMBA Committee to implement and manage and changes as such.

The document is designed to transcend various committees and it is hoped that it would be the template that every BMBA Elected Committee follows to ensure a consistent direction with managing the best possible outcome for its members.

Further, the forming of strategic partnerships, inclusion of all members and the maintenance of a strong link with Basketball Victoria will ensure a collaborative approach to success. By reaching all determined targets by 2022 and then 2023, will ensure basketball will continue to thrive in the NEW Home of the BMBA due to open in mid-2023.

Now, while work has been done recently to improve the operational activities of the Association, there is always opportunities to do more to ensure that all of its stakeholders receive the best possible outcomes through active participation in our organization and our great sport. This document is designed to assist this ongoing improvement to occur.

It is recommended that the implementation of areas of this Planning Document be closely monitored to check its effectiveness in promoting increased participation across a diverse range of activities within the BMBA. This Plan needs to be reported on at most meetings, but at minimum quarterly and adjusted, amended and updated at every milestone or key point.

An annual review should be undertaken of participation trends from data that is gathered from a range of sources will be valuable in measuring the success of this Operational Plan. This data could be shared with Basketball Victoria Country, to discover any trends that are occurring throughout the state.

It is suggested that a more formal process of review is completed annually until we are in the New Facility, to check the appropriate management of all actions plans undertaken and success of same, so that another each year this detailed plan can be updated to become even more focused on all opportunities/priorities that have emerged. This review will result in a better management of each next phase/development of the Plan for the ongoing success of the BMBA.

BMBA Committee

2021



This document was produced to guide and assist the BMBA Committee maintain a consistent and regular planning and action mechanism re its ongoing Association Operational/Development Program, in regard to achieving the best management process for the new 4 court facility, regardless of who has been elected to the BMBA Committee of Management at any time.

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