



# SOUTHERN BASKETBALL ASSOCIATION STRATEGIC PLAN

# 2025-2027

FROM STRENGTH TO STRENGTH, TOGETHER





# Vision, Mission & Values

## Our Vision

TO BE THE LEADING BASKETBALL  
ASSOCIATION IN AUSTRALIA FROM  
GRASSROOTS TO ADVANCED ATHLETES

## Our Mission

TO BE A LEADER WITHIN THE  
AUSTRALIAN BASKETBALL  
COMMUNITY

TO BE RESPECTED ON AND  
OFF THE COURTS

TO COMPETE AND WIN AT THE  
HIGHEST LEVELS

TO HAVE AN INCLUSIVE  
CULTURE WHERE ALL  
MEMBERS OF OUR  
COMMUNITY AT ALL LEVELS  
AND ABILITIES FEEL PROUD  
TO BELONG

## Our Values

TRUST

RESPECT

INTEGRITY

EXCELLENCE

WELLBEING





# OUR STRATEGY

As an association we firmly believe you need strong foundations that enable you to pursue ambitious strategies. We have those foundations and therefore have set ourselves the ambitious vision to be the leading basketball association in Australia across all our programs.

For 2025 to 2027 this means a focus on sustainable growth, performing on the court, commercial enablers that support continued investment, and having the resources and infrastructure we need for our game.

## AREAS OF STRATEGIC FOCUS

These 4 areas of strategic focus will drive our decision making for how and where to invest our time and resources between 2025-2027.

**SUSTAINABLE  
GROWTH**

**PERFORMANCE ON  
COURT**

**INNOVATION**

**RESOURCES &  
INFRASTRUCTURE**

## FOUNDATIONS ON WHICH WE BUILD

These 5 existing foundations form the basis of who we are and how we operate. They have been and will continue to be key to our success.

**COMMUNICATION  
& COLLABORATION**

**LEADERSHIP,  
GOVERNANCE &  
INTEGRITY**

**PEOPLE &  
CULTURE**

**FINANCIAL  
PERFORMANCE**

**DIVERSITY &  
INCLUSION**

# AREAS OF STRATEGIC FOCUS

Our first two areas of strategic focus are Sustainable Growth and Performance on Court. These are about supporting the growth of basketball in our community and improving the standard of play across all programs from Domestic to Representative through to the advanced pathways we provide for our highest calibre athletes.

## SUSTAINABLE GROWTH

### OUTCOME

Grow and sustain our domestic competition and representative programs into our available court space, recognising the growth of basketball in the community and keeping kids and adults in sports longer.

### KPIS

- **Domestic** - Increase and then sustain the size of the domestic competition to fully utilise our court capacity.
- **Representative** - Enter teams in all age groups, balanced across genders:
  - U12's & U14's: 6-8 teams each
  - U16's & U18's: 4-6 teams each
  - U20's: 1-3 teams each (with a particular focus to grow the girl's program)

### HOW WE ACHIEVE IT

- Promote basketball as the first sport of choice for kids in Bayside and surrounding suburbs.
- Fully utilise the capacity for all current venues, seeking more capacity where possible.
- Support domestic player development, through SBA led programs.
- Maximise participation and retention by leaning into the challenges of competing sports, time constraints, burn out, study and work life balance.
- Grow the domestic grass roots programs, that identifies and channels talent.



## PERFORMANCE ON COURT

### OUTCOME

Develop our domestic competition and players of all ages and grades to be better basketballers, while achieving success at the NBL1, Youth League (YL) and representative levels.

### KPIS

- **Domestic** - Be the domestic competition of choice for players in Bayside.
- **Representative** - Be a top 4 representative level club in Victoria as measured by VC qualification.
- **NBL1** - Year on year top 4 result with a target to win a championship.
- **Youth League** - Incentive program for player progression to NBL1 team in place. Year-on-year top 4 result.
- **Female coaches** - Increase the number of female coaches across the SBA programs.

### HOW WE ACHIEVE IT

#### Domestic and Representative coaching:

- Invest in coaching development across representative and domestic programs.
- Find and attract the best coaches at representative level and leverage their experience across programs.
- Use of our Sabres Athlete Management system for players and coaches.
- Establish and deliver a Female Advanced Coaching Program in order to develop the next generation of female coaches at both the grass roots and representative basketball levels.

#### Domestic & Representative player development:

- Continue to enhance our 'Sabres playbook' and training programs, for both representative and domestic 'grass roots' basketball.
- Support individual skill development and athletic performance enhancement.
- Manage burnout and fatigue due to long seasons, keeping players and teams fresh and ambitious.

#### NBL1 & Youth League:

- Continue to invest to keep pace with NBL1 leaders and maintain our position as a destination club for players and coaches with a pathway program that attracts and retains talent.
- Continue to promote from within our programs for YL and NBL1, limiting imports to gaps we need filled.

# AREAS OF STRATEGIC FOCUS

Innovation and Resource & Infrastructure investments are the other two key enablers of our strategy. They provide the funding and resource we need to grow and improve.

## INNOVATION

### OUTCOME

Develop our product lines to add value to our programs and fund our strategic investments. Product lines include Domestic, Junior Rep, NBL1, Youth League, Outreach, and Retail.

### KPIS

- Growth in revenue and profitability of each of our product lines.
- Increased usage of existing resources.
- Growth in crowd numbers for NBL1 and Youth League.

### HOW WE ACHIEVE IT

- Monitor statistical trends from season to season such as number of senior and junior teams registered (overall and by each Club), number of entry fee transactions (cash vs. non-cash), court utilisation percentages etc. to make prudent management and investment decisions.
- Sub reporting of P&L with data comparisons on product lines (e.g. year-on-year participation, budget vs actual).
- Understand where investment and growth opportunities lie.
- Innovate new product line opportunities (recent example: spectator apparel).



## RESOURCES & INFRASTRUCTURE

### OUTCOME

Access to the best resources and infrastructure to support the development, growth and success of our game and our athletes.

### KPIS

- **Facilities** - Investment in infrastructure to maintain, repair and grow our facilities with yearly CAPEX program approved.
- **Referees** - No referee shortages.
- **Coaching** - Best in class coaching staff in place; elite level for NBL1 & YL teams, state level or above for representative T's teams, experienced 'train the trainer' coaches for representative and domestic coach support and development.
- **Technology** - SAMS fully rolled out while continuing to explore new technology breakthroughs and innovations.
- **Athletic Performance** - Refreshed Athletic Performance program in place.
- **Staffing** - No vacant full-time SBA staff roles. Child Safety Officers roles in place for SBA and domestic clubs.

### HOW WE ACHIEVE IT

- **Facilities** - Continue to invest, while maximising the use of what we have.
- **Referees** - Continue to support the growth of the Referee training program.
- **Coaching** - Enhance training programs (better coaches, more training choices for athletes, broadened to domestic players). More coaches (potentially trained from a younger age with support and mentoring in place).
- **Technology** - Continue to innovate and utilise technology such as SAMS, Glory League, video analysis.
- **Athletic Performance** - Access to latest sports medicine, including physio, sport psychology, athletic performance testing, sports seminars/workshops and off-season programs.
- **Staffing** - increase staffing levels for community and domestic programs to support growth and development.

# FOUNDATIONS ON WHICH WE BUILD

It is important that we understand the foundations that have been key to our success as an association to date, and that we maintain and build on these over the next 3 years. We have identified 5 of these foundations, all are equally important.

## COMMUNICATION & COLLABORATION

### OUTCOME

Maintain strong engagement and partnership with our key stakeholders, including domestic clubs, members, sponsors, volunteers and partners (such as Bayside City Council).

### KPIS

- **Domestic Clubs** - Bi-annual President meetings with Domestic club presidents.
- **Social media** - Increased followers and engagement across social media platforms.
- **Key Partners** - Increased number and size of sponsorship deals.
- **Key Partners** - New courts fully delivered, with all defects resolved.
- **Volunteers** - No volunteering gaps.

### HOW WE ACHIEVE IT

- **Domestic Clubs** - Maintain our ongoing engagement and cooperation. Working together to solve issues. Lean in to help where we can.
- **Social media** - Grow our digital and social media presence with our members and sponsors by being active on all the key social media platforms.
- **Key Partners** - Maintain a strong working relationship with Bayside City Council and increase our sponsorship base.
- **Volunteers** - Attract, reward and retain volunteers across all programs in the Association. Establish volunteering awards.

## LEADERSHIP, GOVERNANCE & INTEGRITY

### OUTCOME

Demonstrate leadership on issues affecting basketball and our community. Build confidence and trust through how we govern the association. Act with integrity in everything we do.

### KPIS

- **Leadership** - Demonstrated examples of leading on important issues by engaging with external bodies (i.e. Basketball Victoria, Basketball Australia).
- **Governance** - Follow the SBA constitution and our policies, always. Maintain active risk management practice at Board.
- **Integrity** - Maintain confidence and support for the Board by our members.

### HOW WE ACHIEVE IT

- **Leadership** - Be a voice on matters that affect basketball in Victoria, with established working relationships into Basketball Victoria, Basketball Australia, other associations and NBL/WNBL franchises.
- **Governance** - Continuously adhere to the SBA Constitution. Commit to ongoing risk and compliance reviews, including all policies, procedures and practices.
- **Integrity** - Provide ongoing transparency, both financial and non-financial, to our members. Deliver on our commitments and do right for the sport and our community.

## PEOPLE & CULTURE

### OUTCOME

Attract and retain the best people to an association with a culture and community that values: trust, respect, integrity, excellence and wellbeing while enjoying the 'fun' that is playing sport.

### KPIS

- **People** - No vacant roles approved by the Board.
- **People** - No regrettable losses.
- **Culture** - Establish a culture survey.

### HOW WE ACHIEVE IT

#### People

- Be a destination club.
- Find the right people and put them in the right positions.
- Invest in job development for all roles (coaching and operations staff).

#### Culture

- Continue to create a positive community environment across our Sabres and Domestic competitions
- Celebrate the success of our teams and athletes.
- Enhance the community involvement and spirit at every opportunity.
- Embrace our heritage.

# FOUNDATIONS ON WHICH WE BUILD



## FINANCIAL PERFORMANCE

### OUTCOME

Prudent financial management that secures our future and facilitates the investment in the strategic objectives of the Association to support the growth and development of basketball in our community.

### KPIS

- **Profit & Loss** - Maintain a profitable P&L that meets or exceeds forecasts year-on-year.
- **CAPEX** - Plan and deliver on yearly CAPEX program, considering capital expenditure requirements in years ahead.

### HOW WE ACHIEVE IT

- Deliver a profitable P&L.
- Enable investment through revenue generation and expense control.
- Forward plan that includes forecasting for major infrastructure requirements in years to come.
- Develop commercial relationships with partners.
- Increase sponsorship into the Association.
- Be sensitive to affordability and support access to basketball for the disadvantaged.
- Strict financial oversight and controls, including board approval for major items of expenditure

## DIVERSITY & INCLUSION

### OUTCOME

The SBA is seen as a safe, welcoming and supportive environment for all in our community.

### KPIS

- Launch, promotion and growth of diversity and inclusion programs (e.g. D&I round for NBL1).
- Maintain and adhere to the latest diversity and inclusion policies provided by Basketball Victoria.
- Improve gender balance in coaching staff.

### HOW WE ACHIEVE IT

- Continue to support and grow our specialist competitions (such as daytime ladies, walking basketball).
- Create an enjoyable, diverse and inclusive sporting environment that is accessible to all.
- Demonstrate leadership on diversity and inclusion issues.
- Maintain gender balance on the SBA Board.





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