

COCKBURN BASKETBALL ASSOCIATION  
HOME OF THE COCKBURN COUGARS

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# STRATEGIC PLAN 2021-2024



# PARTICIPATION

## NOW – WHAT IS THE CURRENT SITUATION?

- Participation numbers have exceeded expectations.
- Aussie Hoops program 2<sup>nd</sup> largest in Australia.
- Presence in school communities growing but has capacity to develop.
- Coach development program is an area of focus and improvement.
- Comp + programs Manager drives Admin, opted against full-time development officer. Some of our key coaches fill this void instead.
- Community Activations: Strong development in this space culminating in highly successful activations at The Left Bank and Westfield Garden City.
- Holiday Camps: Incredibly popular, have boomed from a base of 20 kids in 2018.

### CURRENT STATS:

1. AUSSIE HOOPS – 420 PARTICIPANTS
2. AUSSIE HOOPS – 14 PROGRAMS / 2 PRIORITY SCHOOLS
3. TOTAL PARTICIPATION PROGRAM NUMBERS – 500
4. HOLIDAY CAMP – 175-200 PARTICIPANTS PER CAMP
5. CONVERSION RATES – MEASURED
6. SATISFACTION SURVEY – IN EFFECT

## WHERE – WHAT DOES SUCCESS LOOK LIKE?

- We are continuing to develop the four critical touch points (Aussie Hoops, holiday camps, external activations, schools) to maximize accessibility of the association.
- We have attracted and retained participants at an 'inter' and 'intra' program level.
- All of our programs are easy to access and prioritise inclusion and diversity.
- Coach development and recruitment is focused on developing a culturally diverse cohort of people who are engaged, sensitive and strong communicators.
- Our end-to-end service delivery and user experience is first class.

## HOW – WHAT DO WE NEED TO EXECUTE?

### ACTIONS:

1. Ensure effective reporting structures are in place on a term-by-term basis.
2. Complete a documented end-to-end process around recruitment, retention, communication and marketing for each program, including experience survey.
3. Complete a well-documented coach recruitment and development process and calendar.
4. Develop a targeted school map for data collection, and in line with current catchment area.
5. Following each of the above processes being established, develop a plan for assessing and improving each of the above aspects.



# COMPETITIONS

## NOW – WHAT IS THE CURRENT SITUATION?

- Expansive growth from less than 116 teams through to a total of more than 250 in winter 2021.
- Girls' participation has significantly grown since 2017, but still has a huge runway of growth ahead.
- Streamlined registration process for running of competitions has reduced the barriers of entry.
- Survey highlights overall satisfaction is high, issues with facilities, and mixed views on girls' development.
- Court space at a premium, providing an on-going challenge compared with 2017.
- Grading process is in place but evolving.
- Referee Coordinator: a dedicated resource to the rostering and development of officials (casual staff member).
- Stakeholder management continues to evolve and require ongoing review.

### CURRENT STATS:

1. TOTAL TEAMS – 250+ (175 junior and 75 senior)
2. SATISFACTION SURVEY – in effect.
3. JUNIOR GIRLS TEAMS (U8-U12) – 24
4. JUNIOR BOYS TEAMS (U8-U12) – 63

## WHERE – WHAT DOES SUCCESS LOOK LIKE?

- Our end-to-end service delivery and user experience is first class.
- Female participation rates are on par OR exceeding the National Australian Play average.
- Coaches are well resourced to deliver entry-level domestic coaching leading to a continued rise in the quality of the competition and players.
- Our existing and new affiliated junior domestic clubs are continuing to grow and develop leading to a high performing domestic competition.
- We are successfully transitioning junior domestic athletes to the senior competition and valuing their contribution to our family community.
- We are focused on the continuous improvement of our players, coaches and officials – not just in the technical skills, but also in life skills, through the sport of basketball

## HOW – WHAT DO WE NEED TO EXECUTE?

### ACTIONS:

1. Complete a documented end-to-end process around recruitment, retention, communication and marketing for each program, including experience survey.
2. Develop a plan to integrate existing NBL1 athletes as role models to help market and promote competitions.
3. Introduce Coach Development Camps for domestic coaches.
4. Establish and continually review an association wide referee development plan
5. Develop a Clubs Development Plan for incoming junior clubs.
6. Following each of the above processes being established, develop a plan for assessing and improving each of the above aspects.



# WABL

## NOW – WHAT IS THE CURRENT SITUATION?

- Total team and coaching numbers have grown rapidly and exceeded expectations.
- Well-established calendar, timeline and processes associated with WABL.
- Increased quality of processes lead to a reduction in complaints, and when they arise, they are adequately dealt with.
- Increased growth requires consistent review of processes and policy.
- Coach development and framework in place and working effectively, including engagement of talent development coordinators.  
NOTE: growing, but more female coaches required inside programs.
- Communication very strong, a key element and drawcard of the program.
- Reporting in place to measure competitiveness of teams, some good wins in this space.

### CURRENT STATS:

1. TOTAL TEAMS – 22 in 2021
2. SATISFACTION SURVEY – in effect.
4. HOLIDAY CAMP – 175-200 PARTICIPANTS PER CAMP
5. CONVERSION RATES – MEASURED
6. SATISFACTION SURVEY – IN EFFECT

## WHERE – WHAT DOES SUCCESS LOOK LIKE?

- A program that builds ‘high performance habits for life’, with an emphasis on teamwork, discipline, work ethic and sportsmanship.
- Our Teams are competitive, have a mindset of continuous improvement, are open-minded and demonstrate the on/off court positive behaviours we have set as our expectations. Our Parents and Coaches are in complete alignment with what we are trying to deliver and also live by these expectations.
- We have a succession framework for high-performance coaches so that we can sustain a high performing WABL Program.
- The number of female coaches has grown significantly and meets the needs of our growing association.
- Our processes, procedures and communication associated with the WABL Program continues to evolve and deliver an exceptional experience.

## HOW – WHAT DO WE NEED TO EXECUTE?

### ACTIONS:

1. Junior Cougar Leadership Committee - continue to expand and enhance to develop life skills.
2. Athlete Welfare Program – continue to expand and meet the needs of our community.
3. On-going professional development for coaches with a focus on high performance habits for life
4. Develop a WABL Roadmap for Parents and Athletes’ post-selection.
5. Document a succession framework for WABL Coaches with a specific focus on female Coaches.
6. Continue to review and assess performance matrix for WABL teams.



# NBL1

## NOW – WHAT IS THE CURRENT SITUATION?

- Teams (Men and Women) both competing for a finals place. This is an improvement on 2018-2020.
- Overall connection between NBL1 and other business areas has strengthened between 2018-2021.
- Development and long-term planning capability much improved.
- Appetite for athlete engagement (voice) at program level when issues arise needs some focus, both during season and end of season.

## WHERE – WHAT DOES SUCCESS LOOK LIKE?

- Teams (Men and Women) in a position for top 4 finishes every season, consistently in the hunt for championships.
- Our NBL1 cohort including Coaches and Players have strong connections and are highly engaged with all areas of the CBA.
- Our evidence-based 3 year plan focused on all aspects of the NBL1 Program is meeting its objectives set yearly and reviewed consistently.
- We have a large base of CBA locals seeing opportunities to play in the NBL1.
- Our program clearly reflects our values, all of our NBL1 cohort live and breathe them.
- A well-resourced, financial program.
- We have established protocols and procedures in place for Athlete / Coach engagement that foster great relationships.
- Game Attendance is meeting or exceeding the annual growth targets.
- Coaches invested in self-reflection, self-management and on-going professional development.

## HOW – WHAT DO WE NEED TO EXECUTE?

### ACTIONS:

1. Implement a Team Mentor for NBL1 programs.
2. Set up a Player buddy Program across WABL teams.
3. Continue to develop Cougar Pride Program to enhance local opportunities.
4. Develop a financial plan for on and off-court investment through to 2024
5. Develop clear Marketing and Engagement Plans with the whole of community.
6. On-going professional development for coaches in line with their position description
7. Continually updating & documenting a clear and transparent process for coach recruitment, induction, training, retainment, and reporting.



# OPERATIONS

## NOW – WHAT IS THE CURRENT SITUATION?

- Financial Strength: Providing consistent surplus, with a finance policy to reflect direction.
- Sponsorship and Retention: Now with a major partner and in excess of targets annually.
- Marketing and Branding: Successful re-brand undertaken in Jan 2021, including a visible re-branding of Wally Hagan Stadium.
- Headcount: Added Comp + Programs Manager (FT), Comp + Programs Co-Ordinator (FT), Facilities Assistant (Casual), Ops/Events Assistant (PPT), Admin Assistant (Casual), Talent Development (Contract).
- Communication: Much improved with a clear and consistent plan of delivery.
- Marketing / Social Media: Engagement and reach has grown exponentially with a plan of delivery.

## WHERE – WHAT DOES SUCCESS LOOK LIKE?

- Financial Strength: We have an annual finance policy that reflects direction, holds the organisation to account and shows clear and measurable growth targets based on market conditions.
- Sponsorship and Retention: We continue to have strong partners including a Major Partner and meet or exceed the annual growth targets that are set.
- Marketing and Branding: Our Branding Strategy and Marketing Plans are consistent across all mediums and reflect our purpose statement and values. The communication plan also aligns completely to our branding strategy and marketing plan.
- Our Organisational Structure is well defined and meets the needs of our growing organisation.
- Our 50<sup>th</sup> anniversary celebrations are a great reflection of our history and appropriately celebrate this milestone.

## HOW – WHAT DO WE NEED TO EXECUTE?

### ACTIONS:

1. Meeting the delivery of the Finance objectives on an annual basis.
2. Develop retention measures for Sponsors, measure regularly.
3. Develop a Branding Strategy and Marketing Plan that aligns to the Communications Plan.
4. Review the organisational performance, including structure, on an annual basis.
5. Execute the 50<sup>th</sup> year anniversary plan



# FACILITIES

## NOW – WHAT IS THE CURRENT SITUATION?

- Existing feedback from community is that facilities are not meeting modern expectations.
- Administration space not currently meeting organisational needs.
- On-going upgrades and maintenance undertaken regularly (new signage, cooling fans, scoreboard, shot clocks, doors, seating, front doors, backboards, pole padding).
- City of Cockburn continuing with timeline of redevelopment (business feasibility set for December 2021, however, shortfall of funding lies in hands of State Government - City has committed \$15M).
- External Facilities: Using CBC Fremantle, Melville Leisure Fit, Kennedy College, Cockburn ARC.
- Kiosk: Currently licenced to external provider and under consistent review.

### CURRENT STATS:

1. WHS USAGE (2021): Can fit 75% of 2021 WABL team training, 90% of competition games, 0% of domestic training opportunities, 55% of participation programs.
2. Wheelchair programs no longer accessing facility as not fit for purpose.

## WHERE – WHAT DOES SUCCESS LOOK LIKE?

- Our Facilities Management Plan meets the needs of the current stadium in terms of management and maintenance. This plan also includes our external facilities that will help facilitate our growth plans.
- We have secured resources and have a clear timeline for the development of a new Stadium that meets the ambitious growth targets that have been set.
- Our Kiosk is externally licenced, meeting and exceeding customer experience expectations.

## HOW – WHAT DO WE NEED TO EXECUTE?

### **ACTIONS:**

1. Develop a timeline of engagement with Government officials at all levels, with a clear plan that defines what we are trying to achieve in relation to a redevelopment.
2. Ensure that regular reviews with existing kiosk licensee are in effect, with effective customer experiences measures being recorded.
3. Develop an annual Facilities and Maintenance Plan with clearly defined areas of work/investment, including new required external facilities.
4. Ensure Communications Plan covers relevant information on the facilities to Members, incl annual report.



# GOVERNANCE

## NOW – WHAT IS THE CURRENT SITUATION?

- Constitution is reviewed every second year (even): Last updated in 2020.
- Current Board governance documents: Code of conduct and board charter all current (updated December 2020).
- Finance Policy: Reviewed and Current (Updated April 2021).
- Risk Management Plan not yet developed.
- Succession Planning has commenced.
- Policies and Procedures (outside of above) are in place and are continuously reviewed.
- External stakeholder relationships are very positive: Associations / BWA / City of Cockburn / State + Federal Government
- Internal stakeholder relationships: Working towards complete affiliated junior clubs.

## WHERE – WHAT DOES SUCCESS LOOK LIKE?

- Our constitution is current and reflective of the CBA's needs. Review due in 2022.
- The current Board governance documents are regularly reviewed and form part of ongoing Board Meetings ensuring good governance.
- Finance Policy: Reviewed annually.
- Our Risk Management Plan is current and forms part of ongoing Board Meetings.
- Succession Planning is reviewed every second year and demonstrates sustainability.
- All CBA policies and procedures are continuously reviewed.
- External stakeholder relationships are excellent – Associations, BWA, City of Cockburn, State + Federal Government.
- Our staff are growing, performing well and have clear expectations.
- Our volunteers are well resourced and supported.

## HOW – WHAT DO WE NEED TO EXECUTE?

### ACTIONS:

1. Conduct a CBA Constitution review (every even year).
2. Ensure Policies Register is reviewed annually, always current.
3. Develop a Risk Management Plan with relevant Sub-Committee.
4. Develop a stakeholder & volunteer engagement plan.





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PEOPLE. BASKETBALL. ONE FAMILY

Include – Enjoy – Excel

