

Horsham Amateur Basketball Association

Strategic Plan 2025 - 2028



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Introduction

The Horsham Amateur Basketball Association is proud to endorse and launch the 2025 – 2028 Strategic Plan. In recent years basketball in Horsham and surrounding areas has seen significant growth in registrations. Success through the Think Web Horsham Hornets and Horsham Amcal Lady Hornets has reinvigorated basketball at a higher level, along with local exports showcasing their talent on the national and international stage.

The Horsham Amateur Basketball Association (HABA) celebrated it's 70th birthday in 2023. The Association has achieved great success over this time, and continues to contend with major metropolitan and regional centres for favourable results both on and off the court. HABA provides domestic and development opportunities for all ages and is the overarching organising of the two CBL teams, the Horsham Hornets.


The Horsham Hornets have been competing since the early 1990s. In this time they have won VBL/BigV Championships in: 1991, 2000, 2001, 2002 and 2008. The Hornets Mens and Womens teams are now competing in the CBL, with the Men claiming the CBL title in 2021/2022 and 2023/2024. The Women were runner up champions in 2021/2022.

HABA is a proud institution of providing a fun, safe and competitive place of basketball for Horsham and surrounding areas. HABA has focused on greater governance and compliance over the last 5 years and is now seen as a leader with best-practice principles for basketball associations across the state.

This new Strategic Plan will continue the great work of the HABA committee and volunteers and guide our planning, monitoring and self-evaluation of activities against long term goals, working towards achieving the vision and purpose of the association.

On behalf of HABA, I would like to thank everyone who has contributed to the development of this Strategic Plan and for collectively coming together to embrace the long term goals and direction of the association.

Horsham Amateur Basketball Association
Committee



HABA Vision and Purpose

Vision

"A connected and successful basketball organisation who continually seeks to improve their on and off-court performance"

Purpose

"To provide basketball opportunities and pathways for all members of the Horsham and wider region in a safe and inclusive environment"

This Strategic Plan aims to increase participation and capacity of the Association's activity levels and services provided to the community.

HABA will continue to work with volunteers and stakeholders to continue building on the great work of past committees.

HABA acknowledges the traditional custodians of the land on which we play and recognises the continuing connection to lands, waters and communities.

We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.



Current Programs

Mini Hornets (Aussie Hoops)

- 5 - 8 year olds Boys & Girls

Domestic Competition

- Under 10 Boys & Girls
- Under 12 Boys & Girls
- Under 14 Boys & Girls
- Under 16 Boys & Girls
- Under 18 Boys & Girls
- Mens (A & B Grade)

Squad / Tournament

- Under 12 Boys & Girls
- Under 14 Boys & Girls
- Under 16 Boys & Girls
- Under 18 Boys & Girls

CBL

- Toyota Horsham Hornets
- Lady Hornets* in recess 2024/25 CBL season

Key Statistics 2024/25

561 Total Players - Summer Domestic

385 Junior Players - Summer Domestic

215 Female players - Summer Domestic

5% Increase in junior summer domestic competition participation rates 23/24 - 24/25

22% Increase in senior summer domestic participation rates 23/24 - 24/25

427 Total Players - Winter Domestic 2024

5.5% Decrease in Winter 2024 Domestic Players

500 2024 Horsham Junior Tournament Participants

184 2024 Mini-Hornets

Consultation

This strategy has been formulated through consulting with key stakeholders of the Association. The feedback obtained has informed the strategy and the future direction of the Association.

Feedback received during the consultation process is highlighted below.

"The social aspect of basketball is great. The kids enjoy it and have made some great friends."

"Trying to juggle winter basketball with other commitments, including sibling commitments is a challenge."

"Documented procedures for coaches has been fantastic for new people taking on the role."

"The lack of senior players to field domestic competitions. It then affects our CBL performances and prep as we don't play during the year due to low numbers in Horsham."

"A lot of people at HABA wear multiple hats - we need to share these responsibilities around."

"I love that the sport is indoors and can be played all year round."

5

Meetings with HABA Committee

3

Member and stakeholder surveys

120+

Responses to online surveys



Strategy Development

This strategy has been developed to ensure continuous improvements are achieved that provide a positive impact to HABA and its people.

Previous strategic plans have helped provide direction in times of rebuild and review with the ever-changing environment and challenges of community sport. This Strategic Plan has been developed in consultation with the current HABA Committee, players, parents and external stakeholders and will guide the HABA in planning, implementing and evaluating its activity against its long-term goals in reaching their mission and purpose.

This plan outlines clear goals that aim to:

- Provide access and inclusion for all community members to play basketball
- Improve communication to existing and potential members
- Increase female participation

In developing this plan, consultation included a number of meetings with the HABA Committee to determine the best course of action in identifying and targeting the key stakeholders for this plan. In-person consultations and online surveys were distributed to players, referees and parents during 2022. Key Stakeholders including sponsors were consulted as a vital component in the future of the Association.

Over the course of 2023 and 2024, HABA has continued to experience a time of continued change with the induction of new committee members. In addition to internal change, the uncertainty surrounding Horsham's multi-sports facility developments, including its location has delayed the final development of the strategy. HABA will continue to work closely with external stakeholders to ensure that basketball remains a priority sport for the Wimmera.

The following strategic documents have been taken into consideration when developing this Strategic Plan:

- Basketball Australia Strategic Plan 2021 – 2024
- Basketball Australia Diversity and Inclusion Framework 2021 - 2025
- Basketball Victoria 2020-2024 Strategic Plan
- Victorian Government's Active Victoria 2017-2021
- Wimmera Regional Sports Assembly Strategic Plan 2019 - 2023
- Horsham Rural City Council (HRCC) Documents
 - Open Spaces Strategy
 - 2041 Community Vision
 - Council Plan 2020 – 2024
 - Property Strategy
 - Asset Plan
 - City to River Development Plan
 - Wimmera Regional Multi-Sport Feasibility Study

SWOT Analysis

Strengths



- Registration numbers – new players and families to basketball
- Success at CBL level
- Local Wimmera talent



- Volunteers – skilled people in key roles
- Communication within HABA community
- Motivated and professional committee
- Inclusive and welcoming environment



- Supportive environment for developing coaches and referees
- Atmosphere and experience at Hornets Nest – crowd participation and experience is the best in the CBL



- Availability and experience of Coaches
- Support to smaller neighbouring Associations
- Proactive culture acknowledging traditional owners

Weaknesses



- Female participation over 16 years of age
- Females engaged in coaching and refereeing
- Succession of players moving from junior to senior participation
- Limitations in quality Women's domestic competition



- Referee numbers - fluctuates
- Historic decrease in playing registrations from Mini Hornets (Aussie Hoops) to Under 10 age group



- Ageing infrastructure that is no longer fit for purpose with growing demands in basketball
- Communication external of HABA community – potential players, volunteers and sponsors



- Limited A Grade domestic competition
- Limited training opportunity for domestic juniors
- Costs associated with playing basketball – registrations/subs, tournament costs
- Limited understanding of pathway program by members

SWOT Analysis

Opportunities



- Further collaborations with Horsham College Basketball Academy
- Infrastructure development
- Extension of programs to increase participation in the wider community, including female and Cultural and Linguistic Diverse participants



- Strategic review of junior tournaments
- Association wide understanding of culture – traditional owners and CALD community



- Further collaboration with small neighbouring Associations
- Co-exist with other sports, promoting transferrable skills
- Renewable energy expansion in region and population growth

Threats



- Population growth in other regional cities
- Facility development in regional cities identified in growth corridors
- Potential for reduced external funding opportunities
- Competition for funding and large-scale events



- Increasing commitments of winter sport
- Increasing diversity in alternative sports offered in Horsham and the Wimmera



Performance Measures



















The success of this Strategic Plan lies with each player, member, volunteer and stakeholder. The key priorities have been set as goals for the organisation that will contribute to the ongoing success and performance of HABA.

There is a commitment from the HABA Committee to regularly review and monitor the plan, ensuring the clear direction of maintaining participation rates through improving processes and working towards increasing capacity through improved infrastructure. A willingness to adapt to the external environment, being political, economical, social and technological factors will be vital for the implementation of this plan.

This Strategic Plan is not an exhaustive list of actionable initiatives for HABA, but a document that can provide focus and highlight the areas of importance that will have direct and indirect impact on the organisation's vision of a connected and successful basketball organisation who continually seeks to improve their on and off-court performance.








Key Priorities

Theme	Priority	Time frame	Lead and Support	Measure of Success
 Our People	Strengthened support for key committee positions held across the Association.	  	HABA BV WRSA	Constitution updated and endorsed by Committee, provided on website and communicated to Members. Position Descriptions completed and adopted, with structured honourariums in place. Succession Plan and mentor program developed for committee and key positions across HABA.
	Administrator is employed to assist in the coordination of the Association.		HABA	Administration Officer has been developed position description and recruitment process completed. Employed Administrator has reduced workload of volunteers and obtained self-funding opportunities.
	Foster a safe and inclusive environment for all HABA members, players, officials and spectators	  	HABA WHG HRCC BV BGLC	Complete Communities of Respect and Equality (CoRE) training through Women's Health Grampians and become a CoRE Member. Develop and endorse a Fair Access Policy and Child Safety protocols that are made available on the website. Complete Cultural Awareness Training
 Our Program	Continue to grow participation rates across all competitions.	 	HABA BV	10% increase in participation each year. Return of Under 18 girls and CBL Women's team.
	Support opportunities for female participation on and off court.	  	HABA BV	Focus to appoint female coaches across all teams and focus on increasing female competition. Increase in female participation in accredited training for coaches and officials.
	Continue to provide opportunities for squads to participate in key tournaments for their development		HABA Other Assns	Review of attending tournaments to ensure tournaments that are beneficial to each squad.
	Increase awareness of pathway programs and education opportunities		HABA	Support coaches, referees and court supervisors through pathway programs and training, including junior development.
	Increased opportunities for domestic players, coaches and officials to improve performance, participation and engagement	 	HABA Horsham College Other Assns	Completion of trial for domestic coached training sessions - multiple teams training outside of domestics competition schedule supported by HABA. Partner with other Associations and providers for unofficial competitions or training sessions.

Timeframe Legend:  Short Term (1-2 years)  Medium Term (3-4 years)  Long Term (5 Years)

Key Priorities continued

Theme	Priority	Time frame	Lead and Support	Measure of Success
 Our Future	Support stakeholders in the development of a new multi-sport facility in Horsham		HRCC SRV WRSA	Multi-sport facility progressed from feasibility stage to funded with assistance through letters of support and participating in any co-design opportunities.
	Develop a business proposal to acquire peppercorn lease of the existing Horsham Basketball Stadium		HABA HRCC	Peppercorn lease or acquisition completed for existing Basketball Stadium to HABA
	Promote HABA programs to a wider audience for increased participation and diversity		HABA WRSA HRCC CFP WSMD	<p>Develop a new member handbook with FAQs, Policies and key contact details.</p> <p>Promote programs and news through school newsletters.</p> <p>Share handbook with external stakeholders such as Wimmera Regional Sports Assembly, Centre for Participation, Wimmera Southern Mallee Development and Horsham Rural City Council.</p>
	Clear and consistent communication with all HABA members and stakeholders		HABA Schools	<p>Develop monthly newsletter to keep members informed of all activities, events and key dates throughout the year.</p> <p>Annual schedule of events, timelines and key dates advertised publicly through traditional media, website, e-newsletter and social media platforms.</p> <p>Endorse a media sub-committee that includes a diverse and skilled range of members to ensure promotion is inclusive of all facets of HABA.</p>

Horsham Amateur Basketball Association



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**HORSHAM
HORNETS**

