

# Basketball Victoria

Gippsland Participation and Elite Pathways Project



Issues and  
Opportunities  
Paper  
June 2020



GippSport  
**Community Solutions**

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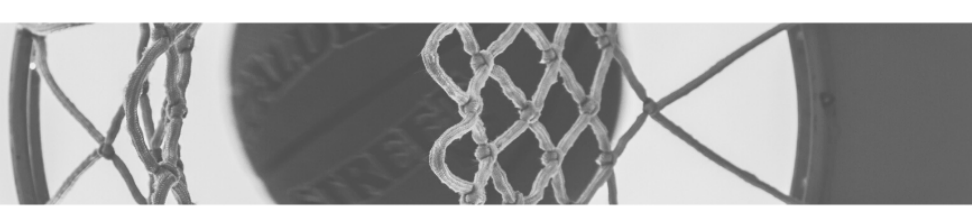
## Acknowledgements

Basketball Victoria acknowledges the support of the Victorian Government in this planning project through the Participation Initiative Grants Program.



We also acknowledge the staff at Latrobe City Council, Basketball Associations, members and supporters for providing background information and support for this planning project.





## Introduction

Latrobe City Energy is the identified pathway program for basketball in Gippsland. The program has gone through various iterations over the past 30 years. In recent times the program has experienced a variety of challenges which have raised concerns regarding the sustainability of the current program as a means of providing an elite pathway for basketball in Gippsland.

Across Latrobe City Council, Baw Baw Shire Council and Wellington Shire Council there are 12 Basketball Victoria Country affiliated basketball associations, with approximately 7,000 registered weekly participants.

With the \$20 million investment by the Victorian State Government and Latrobe City Council into the redevelopment of the Traralgon Sports Stadium, and further support from the Victorian Government for the establishment of that Stadium to host one of seven high performance basketball hubs around the State, it is critical that a sustainable and successful pathway program be established for Gippsland basketball. Additionally, Latrobe Valley has also been successful in attracting the NBL Blitz in 2017, hosting the Triple Crown event in 2018 between the Melbourne Boomers and Bendigo Spirit, as well as numerous other community and basketball programs. Never in the region's history has such significant resources been provided for the sport, creating such a unique opportunity for basketball participants who deserve a sustainable pathway to participate at the elite level.

## Project Scope

This project has been designed to consider the basketball participation pathways in Gippsland and to develop the high level strategy that will consider the following elements:

### 1. Review and evaluation of existing structure and program

The successful consultant will be provided with the history of the existing pathway program, an outline of the current governance structure, and current issues impacting sustainability. It is expected that the review and evaluation will comment upon the efficiency and sustainability of the current program model and delivery across all areas identified as part of this project scope.

### 2. Future organisational and governance structure

Falling out of the analysis of the current model for delivery, and an analysis of models that may work well in other similar pathway programs across Australia or internationally it is expected that a series of recommendations in relation to organisational and governance structures moving forward will be provided which also consider the local context.

### 3. Financial sustainability

Clear guidance is sought in relation to financially supporting the recommended models of future pathway program delivery in a sustainable manner. This should include (but not be limited to) additional opportunities for expanding revenue emanating from the redeveloped

stadium, sponsorship opportunities, business engagement, game attendance growth and fee setting. Further, a full understanding of the likely costs associated with delivering a successful program needs to be considered to ensure a financially sustainable program.

#### 4. Critical success factors for on court success

It is expected that the consultant will identify critical factors that lead to on court success including (but not limited to) recommendations associated with coaching and support staff structures, the engagement of overseas players and the potential expectation upon such players, required volunteer support and volunteer attraction, and coaching and player development.

#### 5. Fostering strong community engagement and support

Recommendations will be sought as to how the program might engage with the broader community and its priorities and needs. This may include with schools, local emergency processes, regional priorities such as the Latrobe Health Assembly, and regional sports programs. Engendering a stronger sense of connection with the community, and the program being supported by the local community is considered to be of considerable importance.

#### 6. Role in promoting broader basketball participation.

As a pathway program guidance is sought as to how the profile can be raised for the program and the role that this can play in increasing broader participation in the sport of basketball.

7. Integration of the pathway program with the Basketball Hub being established at Traralgon Basketball Centre, and with Basketball Victoria's strategic planning and initiatives. With the Traralgon Sports Stadium being identified as one of seven high performance basketball hubs around Victoria clarity is sought around the opportunity for how the hub may support the 'elite' nature of the pathway program, and vice versa. Similarly, the Strategic Plan must also complement any Basketball Victoria strategic planning and initiatives.

#### 8. Implementation Plan

It is expected that all recommendations will be captured within a detailed implementation plan with prioritised actions and a desired time frame for implementation.

## **Situational Analysis**

There are six (6) local government areas that form Gippsland and each have been considered as part of this project in terms of their strategies, population trends, facility investment and future priorities that relate to basketball participation.

We have analysed the basketball participation data available, sport participation trends, local issues and have discussed them to form the basis of this discussion paper.

Key highlights are provided in the following sections and more detailed information can be found in the appendices or will be included with the final report.

## Demographic Profile for Gippsland

Gippsland is 41,600 square kilometres in extent (covering 18 per cent of Victoria) and the total population of the region is 271,804 (ABS 2016a), characterised by several distinct areas. The western part of the region extends to the fringe of Melbourne and includes the towns of Warragul and Drouin. The eastern part forms the southern extent of the Australian eastern seaboard, with Bairnsdale being the main regional centre. The City of Latrobe LGA (Latrobe LGA), comprising the large population centres of Moe, Morwell and Traralgon, is the regional hub and is located within the western portion of the region. The projected population for Gippsland 2021 is 284,767.

The Gippsland region comprises six Local Government Areas and comprises a series of



population centres that are distributed longitudinally across the region. Five medium catchment-serving population centres run inland along the Princes Highway (from west to east): Moe, Morwell, Traralgon, Sale and Bairnsdale. Drouin, Warragul, Wonthaggi and Leongatha also serve as catchment-service centres in the west of the region and on the south coast, respectively.

DHHS population health data shows that:

- The population of the Gippsland region has grown more slowly than the state population over the past 10 years, and this trend is projected to continue over the next 10 years.
- The percentage of people of Aboriginal and Torres Strait Islander origin is third highest of all regions.
- The percentage of people who believe multiculturalism makes life better is the lowest in the state.
- Cultural diversity is lower than average, with the rate of people born in a non-English speaking country being third lowest of all regions.

The Index of Relative Socio-Economic Disadvantage (IRSD) score is the highest in the state, as is the percentage of people with income less than \$400 per week.

- The rates per 1,000 population of family violence incidents, drug usage and possession offences and total offences are the highest in the state.
- The percentage of people who feel valued by society is the lowest in the state, as is the percentage of people who are members of a religious group.
- The percentage of people reporting high/very high psychological distress is the highest in the state
- People who do not meet physical activity guidelines 52.1%
- Females who do not meet physical activity guidelines 54.4%
- Males who do not meet physical activity guidelines 49.7%

Estimated resident population. Source: Victoria in Future 2016 - Population and Household Projections to 2031

	2016	2021	2026	2031	Growth number
<b>Baw Baw</b>	47,548	54,318	61,296	67,743	20,195
<b>Bass Coast</b>	32,825	36,990	40,952	44,798	11,973
<b>South Gippsland</b>	27,751	28,478	29,611	30,677	2,926
<b>Latrobe</b>	73,646	75,038	77,775	81,222	7,576
<b>Wellington</b>	41,923	42,687	43,921	45,153	3,230
<b>East Gippsland</b>	44,415	47,118	49,647	52,150	7,735
<b>Total</b>	<b>268,108</b>	<b>284,629</b>	<b>303,202</b>	<b>321,743</b>	<b>53,635</b>

## Literature Review

Relevant Basketball, Sport, Local Government and Gippsland plans and strategies have been reviewed and the summary can be found in **Appendix 2**. Some of the participation trends identified include:



## 2017-2020 Basketball Victoria Strategic Plan- More Basketball, More Often

**Vision** – Through leadership, innovation, engagement and opportunity, basketball becomes the sport of choice for Victorians. This is underpinned by four cornerstones:

### **Promote Basketball**

We will work to ensure our success stories are celebrated and our achievements applauded. We will develop structures to ensure we capture and publish what makes our sport great across all levels of the community.

### **Provide Leadership**

We will provide our membership with direction and support to ensure our sport is best placed to meet future demands and provide a structure whereby all associations, big and small, can flourish.

### **Drive Infrastructure Growth**

We are committed to ensuring each basketball player has a place to play. We will be relentless in our drive to ensure that new basketball facilities and upgrades to existing facilities are front-of-mind whenever local, state and federal funding is allocated and we will work with other sports to ensure that multi-use facilities best benefit basketball.

### **Provide Pathways**

We will provide opportunity and pathways for all participants to achieve their potential at all levels of our sport. From introductory to national programs, Basketball Victoria will provide the channels and the opportunities for all to prosper.

## Facility provision

**Appendix 3** lists the stadium facilities located across Gippsland. There has been significant investment in recent years with new multi court facilities in Sale, Wonthaggi, Newhaven (Phillip Island) and almost complete facilities in Traralgon and Maffra. The next major stadium project identified for Gippsland is additional courts to cater for the growth in Baw Baw Shire Council.

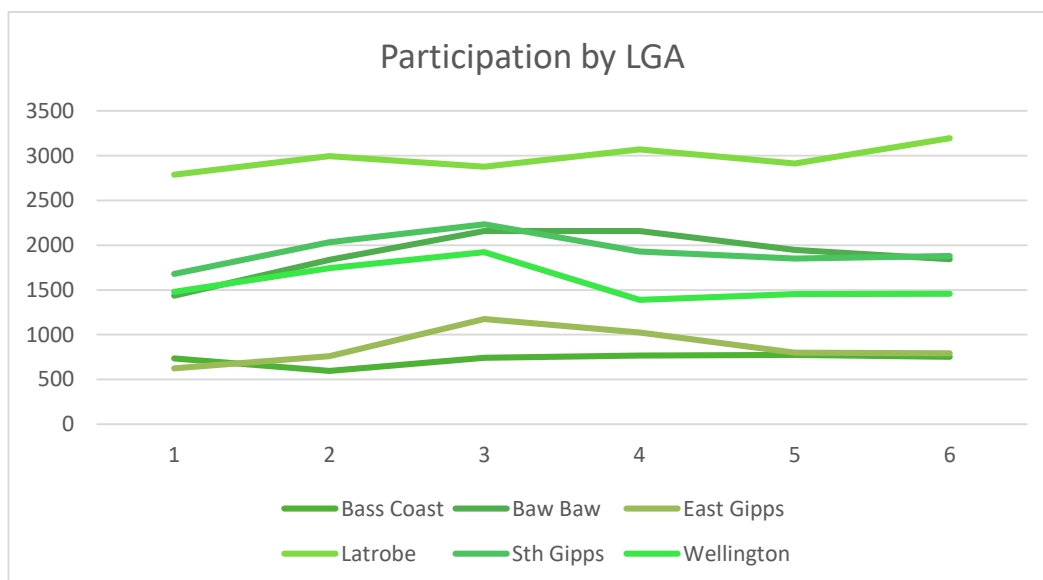
## Basketball Participation Numbers

The numbers provided in this report were collected prior to the introduction of COVID-19 restrictions. A range of data is provided within the report and in **Appendix 1**.

### Basketball Victoria Country Registration Totals (Individuals)

Associations	2014	2015	2016	2017	2018	2019	Growth
105	44,977	47,551	52,159	51,009	50,886	52,680	3.53%

## Participation Numbers by Local Government Area



## Participation numbers by Association

LGA	Associations	Reg players 2014	Reg players 2015	Reg players 2016	Reg players 2017	Reg players 2018	Reg players 2019	%
Bass Coast	Island and District	147	263	328	325	301	243	-19.27%
Bass Coast	Wonthaggi	588	332	416	441	472	509	7.84%
Baw Baw	Trafalgar	93	87	50	49	0	0	recess
Baw Baw	Warragul	1342	1748	2107	2108	1949	1844	-5.39%
East Gipps	Bairnsdale	244	458	892	614	384	332	-13.54%
East Gipps	Lakes Entrance	142	137	128	251	317	290	-8.52%
East Gipps	Orbost	237	164	156	159	100	169	69.00%
Latrobe	Churchill Jnr	180	267	246	261	234	191	-18.38%
Latrobe	Churchill Snr	156	132	153	197	113	111	-1.77%
Latrobe	Latrobe Chargers	44	25	0	0	0	0	recess
Latrobe	Moe	872	1054	962	824	850	998	17.41%
Latrobe	Morwell	206	210	121	257	213	244	14.55%
Latrobe	Traralgon	1331	1307	1394	1531	1503	1651	9.85%
Sth Gipps	Foster	184	162	229	236	249	333	33.73%
Sth Gipps	Korumburra	459	809	529	474	407	378	-7.13%
Sth Gipps	Leongatha	411	360	701	470	450	483	7.33%
Sth Gipps	Meenyan	157	154	141	161	148	143	-3.38%
Sth Gipps	Mirboo North	125	145	140	143	160	145	-9.38%
Sth Gipps	Poowong	214	241	345	302	276	259	-6.16%
Sth Gipps	Welshpool	131	163	149	145	161	138	-14.29%
Wellington	Heyfield	125	235	222	137	142	201	41.55%
Wellington	Maffra	532	603	662	602	600	519	-13.50%
Wellington	Sale	565	581	856	583	582	588	1.03%
Wellington	Yarram	256	323	184	67	131	149	13.74%
	<b>Total</b>	<b>8741</b>	<b>9960</b>	<b>11111</b>	<b>10337</b>	<b>9562</b>	<b>9918</b>	

Overall Association participation numbers have remained fairly stable with some fluctuations across the years. Season 2016-17 had high levels of participation with Traralgon and Warragul recording the highest levels of members. They and other notably large associations are highlighted in red.

## Gippsland Victoria Junior Basketball League Participation

**Victorian Junior Basketball League – Number of Teams by Association By Year**

ASSOC.	2009 /10	2010 /11	2011 /12	2012 /13	2013 /14	2014 /15	2015 /16	2016 /17	2017 /18	2018 /19	2019 /20	Diff from 2009/10- 2019/20
Latrobe	5	6	4	6	8	7	10	13	8	7	9	4
Korumburra	0	-	-	-	-	1	4	6	6	7	7	7
Maffra	1	3	3	2	1	0	0	0	0	0	0	-1
Sale	0	-	-	-	-	-	-	-	-	1	0	0
Warragul	1	1	2	3	2	2	0	0	0	0	0	-1
<b>Total</b>	7	10	9	11	11	10	14	19	14	15	16	
<b>Growth</b>		3	-1	2	0	-1	4	5	-5	1	1	9
<b>% of Growth</b>		42%	-10%	22%	0%	-9%	40%	35%	-26%	7%	6%	128.57%
<b>Growth of Players (Approx)</b>		30	-10	20	0	-10	40	50	-50	10	10	90

Of note in these statistics is that in the last 12 months only two organisations entered Victorian Junior Basketball League (VJBL) teams, Korumburra and Latrobe Energy. Season 2016/17 was the peak which has now dropped to 16 teams.

### Latrobe Energy Membership Numbers

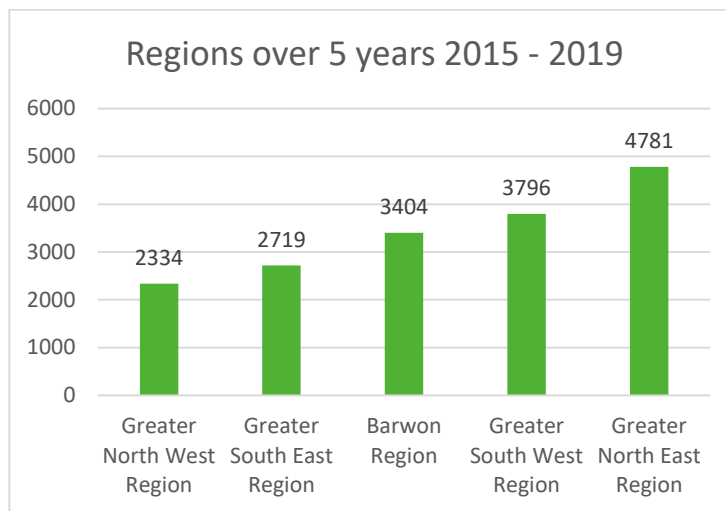
#### 2019-2020 Total Member Numbers (Ind.)

<b>Male</b>	169
<b>Female</b>	123
<b>Total</b>	292

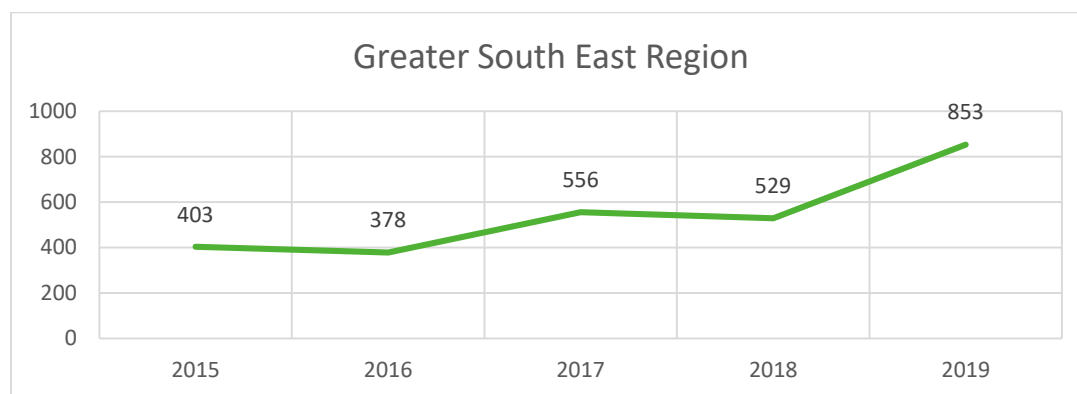
Historical numbers were not available.

### Aussie Hoops Participation Numbers by Region

Gippsland is classified as the Greater South East Region, which has the second lowest number of Aussies Hoops participants, however, there has been an increase to 2019.



## By Year for Gippsland



## Senior Participation- Big V

Traditionally, the Big V season commences in March and runs until finals in September. Teams need to be entered by September each year. Tryouts are generally held between October to December.

- 2019 - Energy entered teams in Division 1 Men – which finished 12/13 – and Division 1 Women – which finished 9/9
- 2018 - Div 1 Men (13/13) and Div 1 Women (10/12)
- 2017 - Div 1 Men (2/7, elimination final) and Div 1 Women (7/11)
- 2014 - Won Div 1 Men's Championship
- 2011 - Won Div 2 Women's Championship, then moved to Div 1 and rebuilt. 2016 finished third improving every year

Ind. Players Nos	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Men</b>	13	13	13	15	15	15	13	17	16
<b>Women</b>	15	9	12	14	14	12	12	13	17

## History of the Senior Pathway

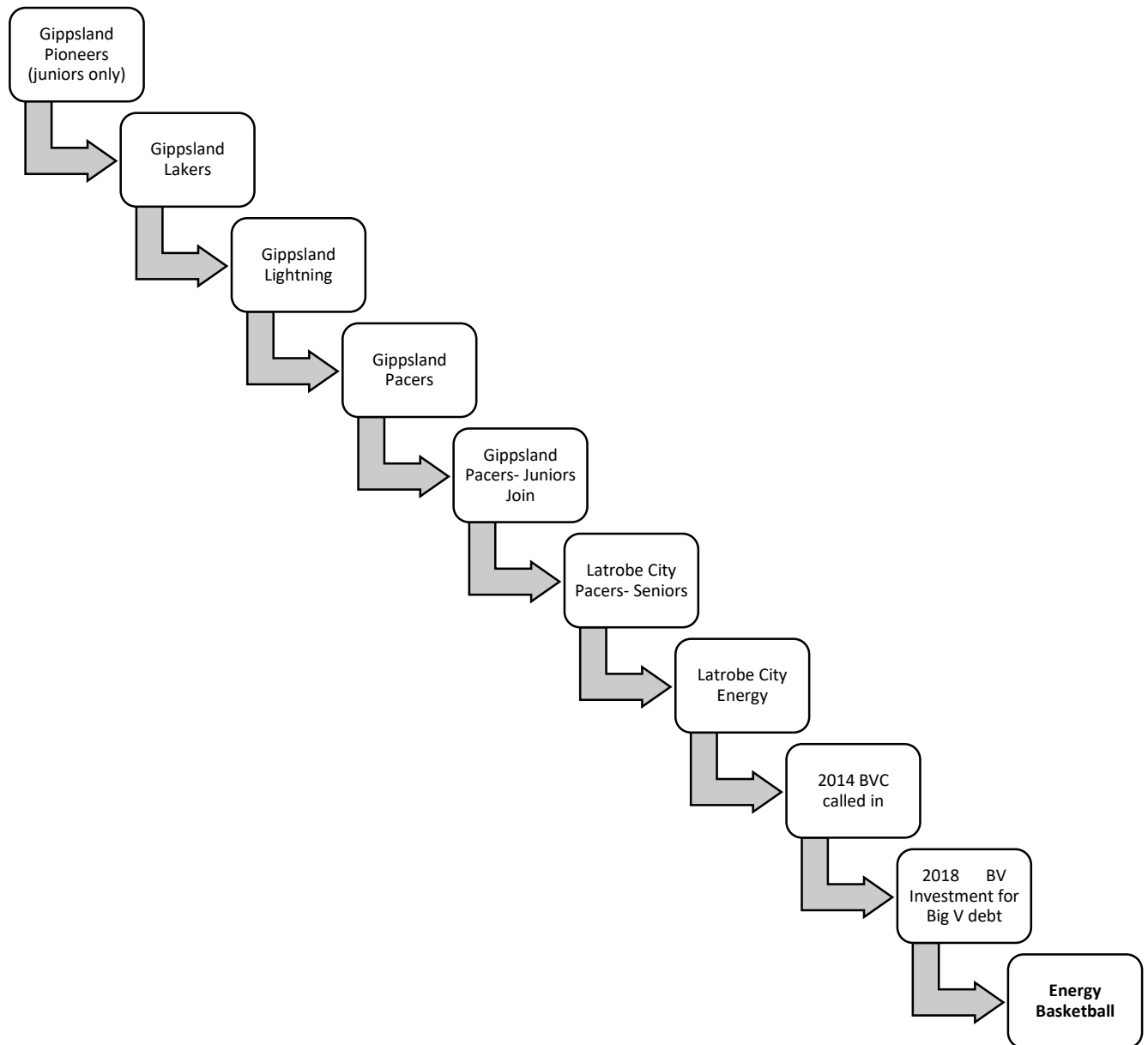
During consultation for this project a new Facebook group was created to collect and share photos and memorabilia showing the history of the Gippsland pathway teams. We are still collating the years and progress but the diagram below demonstrates the changes in name and strategy over the years.

The use of “Latrobe” became part of the branding when significant sponsorship was provided by Latrobe City Council.

It has been reported that financial sustainability has been a challenge throughout the years and different business models have been trialled to improve revenue streams.

Success on the court has varied, as reflected in the Big V section of the report, and also the number of junior teams, division of competition entered or the number of imports have all been important factors.

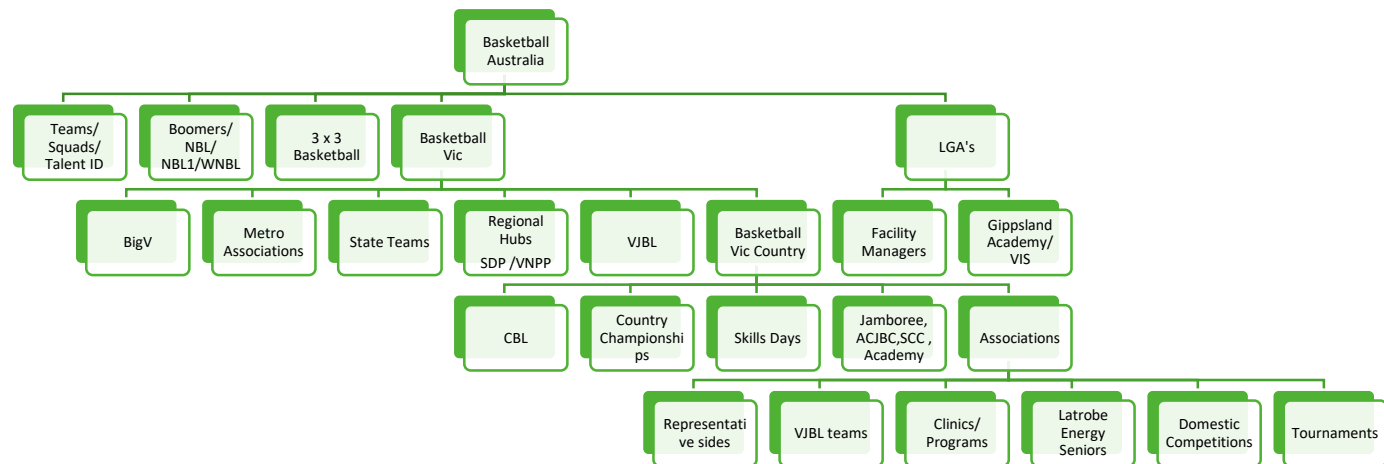




## Broad Basketball Participation Pathway

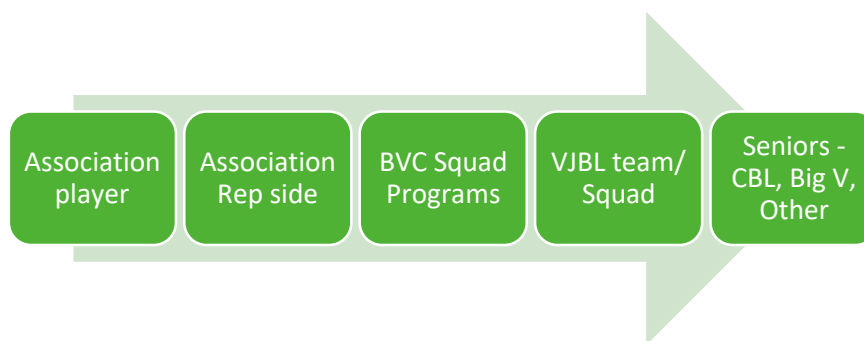
With assistance from Basketball Victoria we have tried to represent the basketball pathway in this diagram. We do not intend to document or explain all of the levels presented but they are shown to represent that there is a pathway to national and international level within the sport. There are also a number of avenues that can be utilised to reach the highest level.

## Current Basketball Structure



## Current Gippsland Pathways

The Basketball Organisational Structure outlines the pathway opportunities that exist for the sport. In simple terms, most players in Gippsland will follow this route and will once on the pathway, will play at all levels of the sport simultaneously.



There is a very strong Gippsland Based Association Tournament Season that leads into the Basketball Victoria Country (BVC) Championships. There are annual selection trials and squad programs on offer to juniors through BVC that are highly regarded.

The Victorian Junior Basketball League (VJBL) Pathway is offered currently in Korumburra and at Energy, where teams play in Melbourne on Friday nights and players are expected to train for these teams.

### High Performance Hub- Traralgon

Victoria: The Basketball Capital package - \$107m (Sept18 campaign pledge). From 1 July 2019 Basketball Victoria (BV) will receive \$1m for the next five (5) years towards our High

Performance (HP) program. This allows for the expansion of BV's HP programs, service delivery through the establishment of recognized and celebrated BV HP Hubs and greater liaising with our affiliated associations' elite programs. The two (2) main High Performance programs to operate at each Hub will be the State Development Program (SDP) and the Victorian National Performance Program (VNPP).

#### State Development Program (SDP)

- The SDP underpins the VNPP.
- The SDP, formerly known as the National Intensive Training Program (NITP), works with Country and Metropolitan identified athletes in the U15, U16 and U18 Women's and Men's age groups.
- These athletes work under the BV HP State Curriculum.
- Country SDP athletes will work with identified coaches under the direction of the Country HP Coaches at their BV HP Hub or sub-hub and at regular combined training camps, while Metropolitan SDP athletes under the direction of the Metropolitan HP Coaches at their BV HP Hub or subhub around the metropolitan area.

#### Victorian National Performance Program (VNPP)

- The VNPP assists Basketball Australia to identify athletes who are members of, or on the fringe selection of, National junior teams.
- The VNPP is coached by elite coaches also involved with, or on the fringe of, National selection.

#### Purpose of HP Hub Lead Coach Role/s:

To manage, administer and deliver the allocated Basketball Victoria High Performance programs at identified Hubs and Sub-Hubs in line with the Victorian State Curriculum

#### Comments about Gippsland Basketball Success

Our consultation and research has indicted a long list of players that started playing the sport in Gippsland and progressed to the highest level of the game. Players including Belinda Snell who represented Australia, players that have moved to the USA and played at college level, NBL and WNBL players, as well as high representation in National, State and BNC squad programs. Gippsland basketball associations have featured in the top 10 at BVC Championship level consistently for many years.

#### Basketball Structures in other locations

A review of the management models and structures was undertaken to determine how other successful basketball programs are run across Victoria and how these compare with Gippsland. Key observations from the research include:

- Pathway programs need to be directly linked to an association feeder program
- Senior teams require investment well above the current levels of Latrobe City Energy, which is funded through player levies, corporate partnerships, high levels of broad basketball participation and facility management rights and income streams

- Operation and administration of basketball programs requires the investment into paid professional staff
- Spectator and/or fan base has declined in recent years
- Coaching roles/directors are critical to the business
- Professional documentation, contracts, branding and fan engagement is also essential

### Other Sport Structures Within Gippsland

A review of the pathway structures for alternative sports was considered as part of this research and includes:

<b>Sport</b>	<b>Name</b>	<b>Level/Ages</b>	<b>Comments</b>
Football (Soccer)	Gippsland FC  Warragul United Soccer Club/ Latrobe United Women's	Junior Age groups only  Focus on senior teams	First year with a National Premier Leagues licence  Not the agreed Football Victoria pathway
Football (AFL)	Gippsland Power  Interleague  Gippsland League  Women's League	U16/U18- NAB League  Juniors and Seniors	Selection into representative sides  Women's competition structures have been changing
Swimming	Gippsland Swimming  Swimming Victoria Programs	All ages, mainly focused on juniors	Gippsland Swimming board is volunteer managed with a delegate structure
Hockey	Gippsland Bulls	Juniors/ Seniors- Melbourne based competition	Volunteer board/ becoming unsustainable
Cricket	Region Representative sides  Cricket Victoria Development Programs	Juniors and Seniors	Major changes to CV programs and structures due to COVID
Golf	Golf districts select juniors to play in junior competitions.	Juniors	Limited junior participation

	Senior/ pro pathway managed by Golf Australia	Seniors	Professionally managed
Netball	Association representative sides/ championships (use as talent ID)  Gippsland Sports Academy - 13 and under  NV talent academy/ squad programs  Gippsland Storm/Fusion- etc. Not pathway just a competition opportunity.	All Ages	Interest in pathways is increasing, very strong participation in Gippsland
Gippsland Sports Academy	Provides the pathway in the following sports: <ul style="list-style-type: none"> <li>• Boxing</li> <li>• Clay Target Shooting</li> <li>• Golf</li> <li>• Gymnastics</li> <li>• Netball</li> <li>• Swimming</li> <li>• Tennis</li> <li>• Volleyball</li> <li>• Football (Soccer)</li> </ul>	Mostly juniors/ depending on sports	Sports change depending on contracts in place.  GSA have provided program support to Basketball in previous years.
Special Olympics	Pathway for people with a disability	All ages	Has struggled in recent years

## Latrobe Valley Authority

The Latrobe Valley Sports and Community Initiative is an \$85 million investment from the Victorian Government to upgrade key local infrastructure and attract major sporting events and programs to the region.

The project aims to build local capacity, reduce disadvantage and barriers to participation, improve health and social outcomes for the area, boost the visitor economy and foster regional pride through major events.

The initiative seeks to build on the region's existing strength in the sporting field to drive continued growth and develop new links with elite clubs and competitions. Projects include:

- Gippsland Regional Aquatic Centre
- Morwell Recreation Reserve

- Latrobe City Sports and Entertainment Complex, Morwell
- Ted Summerton Reserve, Moe
- Sale and Traralgon Tennis Centre

One of the projects, the Traralgon Sports Stadium (TSS), is being redeveloped and expanded for multi-purpose use, allowing the centre to host large-scale events such as regional, national and international championships.

A four-court extension to the existing stadium featuring a new show court with 3000 capacity spectator seating and associated amenities is the cornerstone of plans for the Catterick Crescent site.

The new courts will be constructed for netball, basketball, badminton and other indoor sports, including a new show court with spectator seating, in addition to an overhaul of the existing indoor stadium and administration areas.

The stadium has already been utilised by Basketball Victoria as the home for a new elite pathway program at the high performance training hub, one of 10 across the state.

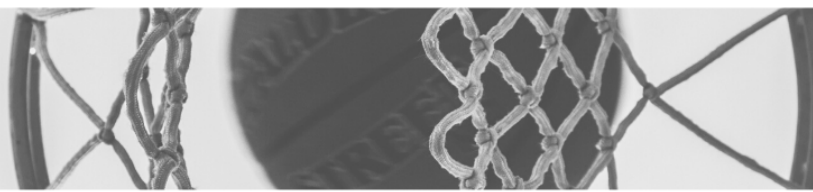
The Victorian Government has partnered with an alliance of major sporting organisations to jointly invest in a series of events and community programs in the Latrobe Valley with the aim of improving employment, health, and social outcomes. Programs include the delivery of an extensive annual calendar of sporting events in conjunction with the alliance, bringing major games, sporting carnivals, community camps and more to the region.

This project has been funded through a Participation Initiative Grant which aims to encourage the delivery of innovative community projects that increase and sustain inclusive participation in sport and active recreation in the Latrobe Valley.

## Consultation Undertaken

A stakeholder engagement plan was developed for this project and was again reviewed due to the impact of the COVID-19 restrictions. Predominantly, consultation to date has been focused on the use of online surveys, phone/video conferencing with individuals or small groups and project steering group meetings.





The online surveys were distributed widely in March and we were very pleased with the level of engagement. Responses received:

- Association- 12
- Coach- 51
- Energy- 39
- Member- 475
- Referee- 14

A summary of survey responses can be found in **Appendix 4**. A list of the individuals that have been consulted has been included in **Appendix 5**. A highlight that showcases the sport:

Q4 What do you love most about your involvement with Basketball? Please select three options:

friendships improve develop give watching part friends watching son play involved  
daughter sport Seeing children loves playing children love  
kids skills team game enjoy Love coaching Good kids wanted Social  
coaching Great basketball SON opportunity family

## Consultation Limitations

Throughout the consultation a broad range of themes were discussed which will be explored in detail in the Issues and Opportunities section of this report.

Of note was the level of engagement, passion for the sport and the individual willingness to contribute to the project to ensure it was a success in the longer term.

However, it was also raised consistently that there is concern the parochial nature of the associations will mean a Gippsland vision would be challenging to achieve, despite the need to make change.

It has also been concerning that larger associations have not been as willing to engage in the consultation process to date as they will need to be in order to be a major contributor to a future pathway.

It is intended that this report will be used to generate further consultation and discussion about the key themes raised to gain the important insight and support that is needed.

## Issues Raised

As outlined in the project scope we have been asked to consider the following factors and these have been addressed in summary in the table below:

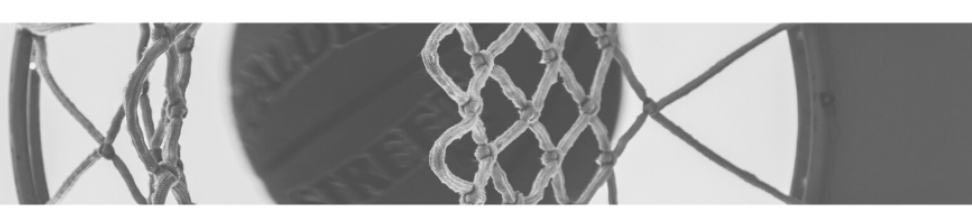
Objective	Issues	Opportunities
<ul style="list-style-type: none"> <li>Review and evaluation of existing structure and program.</li> </ul>	<ul style="list-style-type: none"> <li>The pathway structure is broad and complex, however there is a long and proud history</li> <li>Reliant on volunteer management</li> <li>Structure is very parochial</li> <li>6 different/ diverse local government areas</li> <li>Population spread</li> <li>Conflict or pressure for young people to participation in too many levels of basketball</li> </ul>	<ul style="list-style-type: none"> <li>Participation in basketball is very strong in Gippsland and growth is expected.</li> <li>The new facilities present new opportunities to engage more people into the sport.</li> <li>Gippsland is regarded highly for player development/ success- build on what is working well</li> <li>Document and explain pathway opportunities</li> <li>Resource paid roles</li> </ul>
<ul style="list-style-type: none"> <li>Future organisational and governance structure</li> </ul>	<ul style="list-style-type: none"> <li>A range of strategies have been tried over the years, some successfully.</li> <li>It has been difficult to develop organisational support for a Gippsland team</li> <li>No strategic direction in place</li> <li>Name has been an issue</li> </ul>	<ul style="list-style-type: none"> <li>Critical part of this project is to recruit skilled and professional board members to think strategically</li> <li>Broad volunteer structure to share the load/ share resources between organisations</li> <li>Industry best practice to streamline and develop</li> <li>Explore partnerships</li> </ul>
<ul style="list-style-type: none"> <li>Financial sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Reliable revenue streams have consistently been an issue</li> <li>Name changes as a result of sponsorship have been an issue but necessary</li> <li>Local Gov sponsorship has been declining and limited</li> </ul>	<ul style="list-style-type: none"> <li>There is a lack of understanding broadly around the costs/ financial challenges with entering BigV. Education of stakeholders is important to build support. There is also a</li> </ul>

	<ul style="list-style-type: none"> <li>• Reliance on volunteers to manage business</li> <li>• Budget for senior team was insufficient</li> <li>• Latrobe Valley economy has become more challenging to raise corporate support</li> <li>• Reliance on juniors to fund seniors</li> <li>• Lack of income from Gippsland Associations</li> </ul>	<p>misunderstanding around sponsorship and the current economic climate that clubs face.</p> <ul style="list-style-type: none"> <li>• Explore commercial partnerships with mutual benefits</li> <li>• Negotiate / develop all commercial contracts</li> <li>• Strategic decisions to be made with sound financial plans</li> <li>• Secure a Gippsland/ Association levy structure and other new revenue streams</li> </ul>
<ul style="list-style-type: none"> <li>• Critical success factors for on court success</li> </ul>	<ul style="list-style-type: none"> <li>• Imports are important for success but expensive, there is a balance</li> <li>• Gippsland has a limited pool of players and needing to draw from Melbourne</li> <li>• Participation in youth/ senior age groups has declined</li> <li>• Division/ competition entered is important</li> </ul>	<ul style="list-style-type: none"> <li>• LVA Sports Alliance and partnership with the Deakin Melbourne Boomers</li> <li>• Professional branding and marketing to attract income and fan base</li> <li>• Strategically plan VJBL teams across Gippsland</li> <li>• Long term plan for Big V teams based on development</li> <li>• The right coaching philosophy, management and development program is critical</li> </ul>
<ul style="list-style-type: none"> <li>• Fostering strong community engagement and support</li> </ul>	<ul style="list-style-type: none"> <li>• Contracts with Imports need a strong connection with community programs. Success has varied with this.</li> <li>• Lack of coordination with promotional opportunities</li> <li>• Declining media opportunities</li> <li>• Fan base for basketball has been declining</li> </ul>	<ul style="list-style-type: none"> <li>• Seek government grants for community programs</li> <li>• Coordinate all programs, utilise products available</li> <li>• Gippsland wide program support</li> <li>• Sound planning and communication to ensure maximum engagement</li> </ul>

<ul style="list-style-type: none"> <li>• Role in promoting broader basketball participation</li> </ul>	<ul style="list-style-type: none"> <li>• Sport participation trends identify the ways in which sport needs to change to better engage with new participation. Limited use of new programs and participation growth has not been diverse.</li> <li>• There is some damage to the brand</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a communications strategy- maximise exposure</li> <li>• Foster positive sport culture, values and develop recognition for a broad range of opportunities</li> <li>• Celebrate history and success- some great stuff has started already</li> </ul>
<ul style="list-style-type: none"> <li>• Integration of the pathway program with the Basketball Hub being established at TSS</li> </ul>	<ul style="list-style-type: none"> <li>• Role/ capacity of coordinator is unknown due to recent commencement and COVID</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities being discussed and explored along with the role of centre management staff, Council events teams and other programs like Gippsland Sports Academy</li> </ul>
<ul style="list-style-type: none"> <li>• Other</li> </ul>	<ul style="list-style-type: none"> <li>• Travel in Gippsland is a major barrier and impacts on cost/ participation</li> <li>• The impact of COVID is unknown, is this the right time</li> <li>• Other local sport pathways are struggling</li> <li>• Professional support/ potential board members is limited in Gippsland</li> </ul>	<ul style="list-style-type: none"> <li>• Experienced and passionate Gippsland Basketball supporters are offering assistance</li> <li>• This is a unique time to consider all aspects of the sport</li> <li>• Learn from the other sports and other basketball associations</li> <li>• New funding opportunities</li> </ul>

## Impact of COVID19

In March 2019, COVID19 impacted all of Australia. The way in which we worked and lived and the cessation of all community sport has had enormous ramifications on this project. The project steering group considered the future of the study and a new consultation and engagement plan was implemented to ensure broad engagement, using phone and video conferencing. The surveys were also utilised to collect broad input.



This issues and opportunities paper will be the first document to be released to the public and will be used as a tool to generate discussion and hopefully more face to face consultation to workshop recommendations.

At the time of report development, basketball training or indoor sport had not commenced and the likely impact on future participation, competition structures and timing was still unknown.

We have assumed that basketball will be well placed to cater for a return to sport given the affordability, popularity, diverse membership base and the pathway opportunities. The sport can recommence when directed by government unlike a seasonal sport. This presents new opportunities but also challenges in terms of facility hire arrangements, unknown willingness of volunteers or return to their roles and future health risks.

## **Potential Funding/ Resource Streams**

As part of this project we have started to consider the financial model required to support basketball participation. Some of the potential income streams that are being considered include:

- Gippsland Association or member levy
- Corporate/ Commercial Investment
- Local Government support- across Gippsland
- University partnership
- Additional staff resource from BV
- GippSport program assistance
- Fan Base/ Engagement to generate memberships
- Social Sport Programs- charged at cost
- School clinics/ academy programs at cost
- School Holiday programs
- Professional Coaching
- Events which create the Gippsland benefit
- Facility operation- are there any ways that basketball could partner to operate facilities to generate revenue

## **The Way Forward**

This interim report aims to suggest a number of options for the way forward to be discussed in detail during the next phase of consultation.

### Gippsland Vision

- Skills Based Gippsland Board
- Executive staff role to support implementation
- Levy to fund pathway
- Gippsland wide presence for programs
- Governance framework from BV
- Gippsland Proud/ Branding
- Strong support

### Association Based Focus

- Latrobe Association/ Traralgon drive program
- Associations run all levels of basketball
- Will require a staff administration support
- Willingness to support it is unknown
- Guaranteed Income stream

### Corporate Ownership

- High level of investment with corporate support
- Limited reliance on local volunteers
- Unlikely to come from Gippsland
- Professional expertise provided

### Maintain Current Structure

- Unlikely to have senior pathway
- Limited investment needed
- Missed opportunity for project
- Conservative approach
- Sensitive to the current challenges in the industry/ region

## The Gippsland Vision

In response to all of the issues raised we propose the formation of an independent Gippsland Basketball Board. The Combine Gippsland Basketball Incorporation and rules could be updated to reflect the broader vision for the organisation.

The skills based board would involve; government representatives, basketball Victoria staff specialised basketball professionals, GippSport and corporate executives that would be charged with the implementation of the Gippsland Participation and Elite Pathways Project. High performance would be one of the elements that the board would be responsible for as outlined below. However, basketball operations would be delegated to paid staff and a volunteer workforce.

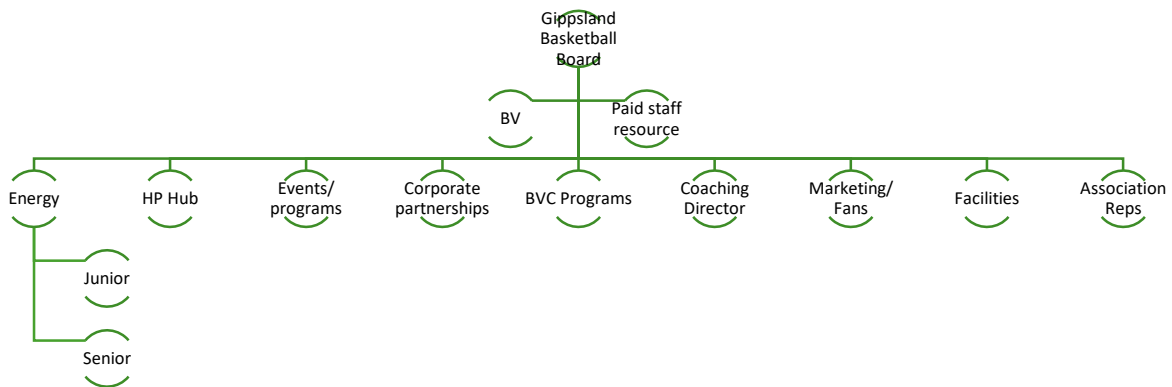
We see that this independent board with a widened focus is the only way to overcome parochial views, negotiate the high level partnerships and ensure sound decision making and long term financial sustainability.

Basketball participation across all levels of the sport is critical to ensure success and will all managed by this structure. It is also anticipated that an Association delegate structure will be formed to ensure that decisions are informed and made by the people leading the Associations but not to the detriment of the bigger picture.

Critical opportunities include:

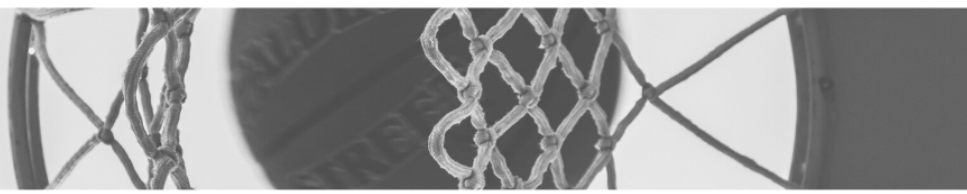
- Ensure that all of Gippsland is considered as part of planning, programs and support services offered
- Efficiency in the sharing of resources, expertise, funding opportunities, new program offerings and administration services
- Negotiating corporate partners across the region as well as contract negotiations for services can also be delivered

A potential structure for a Gippsland Basketball board:



The road the Gippsland Vision will not be easy and these are some key considerations:

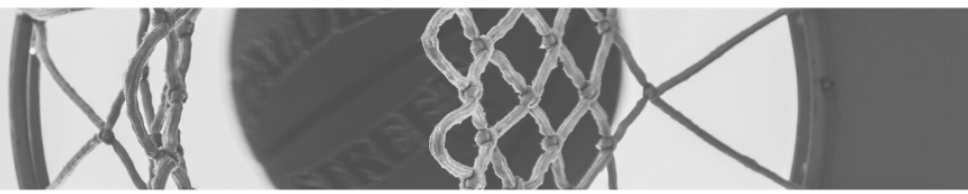
Any change will need investment	
Responsible decision making- who and how can decisions be made	
Ability to recruit an independent skills based board	
Broad will support be needed from all basketball stakeholders	
Is it needed/ sustainable- budget forecasts will be needed and discussed	
Timing/ timeframe- how long will implementation take	



## The Next Steps

It is intended that this report will be used to generate discussion within the basketball community in order to receive further information about the issues and opportunities raised within the report.

A series of workshops will be held to help to discuss the key themes and understand the community's response in order to develop the final recommendations for the future Gippsland Participation and Elite Pathways report.



## Appendix

1. Participation Data
2. Literature Review Summary
3. Stadium Facility List
4. Summarised Survey Results
  - a. Member
  - b. Coach
  - c. Referee
  - d. Latrobe Energy
  - e. Association
5. Consultation List