HILLS RAIDERS BASKETBALL ASSOCIATION INCORPORATED

2026 – 2029 Strategic Plan

Our Vision

A connected and thriving community, where opportunities for growth are encouraged and inspired at all levels, through Our Game.

Our strategic context

Hills Raiders Basketball Association (HRBA) is the heart of basketball in the Mundaring Hills. We are a welcoming, community-driven organisation where people of all ages can play, grow, and belong. From our home at Mundaring Arena, we deliver domestic competitions, WABL pathways, inclusive programs, school partnerships, and coach and official development, strengthening both our game and our community.

Established in 1972, HRBA is proudly supported by affiliated clubs across the region, including Chidlow, Darlington, Helena, Hills Lions, Gidgegannup, Mundaring Christian, Panthers, Parkerville, Sacred Heart, Sawyers Valley, and Northam Amateur Basketball Association. Together, we support grassroots participation and community reach throughout the Hills.

Aligned with Basketball WA, we share a commitment to safe, inclusive, high-quality participation and pathways. With basketball continuing to grow across Western Australia, there is strong demand in our region for connection to the great game and to each other.

Our values shape how we lead and how we treat each other:

Inclusion, Integrity, Respect, Connection, and Excellence

HRBA's pathways provide opportunity for players at different ages, stages, and abilities, including Aussie Hoops, Ability Hoops, social basketball, development programs, and the elite WABL pathway, creating multiple entry points so everyone can belong, develop, and thrive.

Our Impact

Through basketball, we bring people together and build genuine community connection, so, everyone can feel they belong and has the confidence and support to thrive and succeed.

This connects our vision, the future we want, and the strategies and initiatives that we put in place to deliver our vision. It is a clear statement of the positive difference we will make in our community, and how we will do it – for HRBA it is that Our Game has a clear purpose and value beyond sport.

Why now?

HRBA is at a critical point in its development, with a clear opportunity to grow by strengthening participation opportunities and building strong pathways for our kids and young people. At the same time, basketball interest is increasing and neighbouring areas are developing stronger competitions—meaning we must act now to expand our reach, deepen development, and retain and grow local talent.

We move forward with a strategic direction guided by these core truths:

- Our sense of community and connection is at the heart of our identity.
- Domestic and WABL program delivery inconsistencies are a reputational risk.
- Clear communication that is timely, reliable and consistent is critical.
- Our operational effectiveness and efficiency are reduced where governance, processes, documentation and organisational structure are not sufficiently robust.
- Facility/court capacity constraint is real and informing our operational decisions.
- Sustainability of competition at all levels is critical, with sense of community nurtured.
- Values need to be operationalised and monitored.

As captured in our strategic planning process, we create community growth and development through basketball, connecting people to the great game and to each other. With our clubs, volunteers, and partners, we are building a future where basketball continues to unite our community and create opportunities for our people to thrive.

Our Values

Value	Intent	What it looks like
Inclusion Everyone is welcome and supported	*Everyone belongs*	We use our language and actions to make people feel they belong. We listen to different perspectives and value our differences. We create opportunities for everyone to participate, contribute and succeed. We challenge behaviour that excludes, discriminates or makes others feel unwelcome.
Integrity We act with honesty, fairness and consistency	*Do the right thing*	We consistently apply our policies and processes in all aspects of our operations. We take responsibility for our actions and decisions. We make decisions based on facts and endorsed processes, rather than personal interest or gain.
Respect We value people, roles and the game	*Treat people well*	We communicate positively, constructively and appropriately. We accept informed decisions, including those we disagree with, without abuse or intimidation. We value everyone's input and opinions, acknowledge impact of actions and commit to transparent decision making. We enforce a zero-tolerance approach to bullying and harassment.
Connection We nurture relationships that strengthen our community	*We are stronger together*	We work together and support one another. We communicate openly and keep people informed in a timely and reliable manner. We celebrate the contributions and achievements of others. We create opportunities for people to connect, participate and feel part of something bigger.
Excellence We strive to be our best on and off the court	*Be your best*	We set high standards for ourselves and our organisation. We are open to new ideas and opportunities for growth, seeking feedback and using it to improve. We prepare, commit and give our best effort. We recognise and celebrate high performance, development and continuous improvement.

Our Strategic Pillars

To ensure this strategic plan delivers clear, practical progress, we have grouped our operational outcomes and initiatives under four strategic pillars. This structure helps us bring coherence to our efforts, linking what we will do to the results we want to achieve, while also making it easier to understand priorities, assign ownership, and measure impact.

Each pillar addresses a critical part of HRBA's future: strengthening our people and community, growing participation and pathways, building organisational strength and resilient governance, and increasing operational capacity; to sustain a thriving community-connected association

People and Community

Participation, Pathways and Performance

Organisational Strength and Governance

Operational Capacity Building

People and Community

Goal: Build a connected, values-driven basketball community where everybody belongs.

Outcomes

- HRBA values are embedded into everyday behaviour and decision-making.
- Our community feels connected to, supported by and proud to be part of Hills Raiders.
- Strong partnerships with schools, government, sponsors, and community groups.

Key Initiatives and 3-year delivery plan

Initiative	Outcome	2026/27	2027/28	2028/29
Develop Communication Strategy - Clarify and document processes - Develop communications protocol and calendar - Assess media and communication tools for effectiveness and reach	Improved communication content and processes Effective communication that meets community needs			
Develop a community engagement strategy	Grow community connection and support effective partnerships			
Strengthen partnerships with local schools and community organisations	Create sustainable relationships that provide positive outcomes for all involved.			
Continue to develop inclusive programs and emerging formats (eg. Walking Basketball)	Continue to support and enable participation in basketball for all			

Participation, Pathways and Performance

Goal: Provide clear, supported participation pathways from grassroots to elite competition and build a culture of excellence that supports players, coaches, and officials.

Outcomes

- Sustained growth in participation and strong retention across all programs, for all ages and abilities that nurtures a strong domestic competition.
- Clear, well-supported development pathways for players, coaches and officials that build skills, confidence, and progress over time.
- Domestic Div 1, WABL and NBL1 teams perform strongly and are competitive.
- HRBA is recognised as a trusted hub where players and others can grow and develop in basketball.

Key Initiatives and 3-year delivery plan

Initiative	Outcome	2026/27	2027/28	2028/29
Develop structured development pathways and education programs for players, coaches and officials - Establish a supported basketball development framework - Deliver focussed, consistent and complementary coach development programs across Domestic and WABL program - Implement instructional coaching program and clinics for players, coaches and officials at all levels	Year on year improvement in player, coach and official skills and capability Investment in people delivers a sense of value and connection across our community Improved fundamentals that support growth and increased competitiveness at all levels			
Develop and implement referee development program	Consistent quality of game management and referee skills that supports strong participation and competition development			
Establish consistent processes for selection, grading and review process across Domestic and WABL programs	Clear, fair and consistent selection and grading processes that support a strong level of trust and transparency within our community Increased involvement from players, coaches, volunteers			

Map and publish HRBA Player Pathways with progression criteria and role-based expectations	HRBA is a trusted hub where players and others can grow with clear supported participation pathways at all levels			
Develop high-performance capability - Establish NBL1 Working Group - Develop business plan	Accountable, transparent and informed decision making on expansion of HRBA program Provision of an elite, representative player and coach pathway for our local community			
Introduce recognition program/initiatives for coaches and officials	Recognition of our club officials and volunteers supports connection and excellence			
Develop targeted school basketball program focussed on engagement, participation and skills development	Increased engagement and participation in basketball Stronger connection with community Clearly communicated value of basketball as a whole-of-person development tool			
Build upon our existing programs to increase accessibility – 3x3 comp, Walking Basketball, Ability programs, social competitions	Increased opportunities to connect and participate for all			
Collaborate with BWA to launch sustainable NBL1 program (launch 2029)	Provide an elite level representative basketball pathway for aspiring local kids and youth			

Organisational Strength and Governance

Goal: Build a financially resilient, well governed, future-ready organisation underpinned by investment in the wellbeing, capability and leadership of our people.

Outcomes

- Financial performance is transparent, sustainable and aligned with strategic priorities.
- The organisation has the people, skills and resources required to meet current and future needs.
- A clear organisational structure supports effective decision-making, accountability and service delivery.
- Board and committee structures are fit-for-purpose and aligned with best-practice governance principles – supporting effective leadership, accountability and strategic oversight.
- Strong risk management and compliance practices safeguard the organisation and its stakeholders.

Key Initiatives and 3-year delivery plan

Initiative	Outcome	2026/27	2027/28	2028/29
Complete Strategic Plan and map long-term budget/resourcing goals	Clear direction drives the ability to implement effective operational initiatives and delivery of core business consistently and sustainably			
Appoint a General Manager	Delivery of strategic plan through implementation of clear priorities and annual work plans Increased consistency of organisational performance Support of people, relationships and systems so programs scale and remain financially and operationally sustainable			
Review organisational structure and align with strategic priorities - Identify medium- and long-term staffing requirements - Clarify roles, responsibilities and reporting lines for staff and volunteers	Ability to deliver strategic goals and outcomes while supporting a resilient and efficient operational structure			
Embed values into policies, JDFs, processes and communications	Lived values that support a connected and thriving community, with shared goals, a high level of trust and participation			

Develop concise operational plan to support delivery of strategic goals and initiatives	Achieve long-term strategic goals without negatively impacting competition delivery or financial sustainability			
Implement systems that improve operational efficiency and service delivery - Implement clear Standard Operating Procedures (SOPs) - Review and document committee structures and reporting mechanisms - Review HRBA policies and procedures for currency and effectiveness	Improved service delivery that provides value to members Increased organisational resilience and accountability Established reputation as a supportive and accountable volunteer opportunity			
Establish clear governance operating protocols - Board and staff KPIs - Reporting schedule and intent - Escalation pathways and delegation	Strong operational governance that supports organisational reputation, resilience and growth in alignment with HRBA values Informed and transparent decision making Trackable strategic oversight			
Strengthen child safeguarding, member protection and workplace safety practices	Increased community trust and sense of security that supports participation and drives positive engagement			
Develop and implement a multi-faceted marketing and engagement strategy	Drive opportunities for engagement with supporters, increased participation and membership Build reputation as a community sporting organisation of choice as a player, volunteer, sponsor, partner			
Develop and implement professional development protocols and programs for staff and volunteers				
Establish Finance/Risk Management Sub-Committee - Develop, monitor and communicate long-term financial sustainability plant - Develop a comprehensive funding strategy with a focus on diversified revenue streams	Confidence in HRBA's financial sustainability and ability to support competition growth Increased accountability and transparency			

Capacity Building

Goal: Secure and sustain fit-for-purpose facilities, processes, structures and systems that support participation growth, player development and community engagement.

Outcomes

- Court capacity and facility availability support current and future participation demand across all programs.
- Facilities are safe, accessible and well-maintained, enhancing the experience of participants, officials, volunteers and spectators.
- Structures, processes, systems and administrative facilities support effective player, coach, official and volunteer development pathways.
- Basketball venues are valued community hubs that foster engagement and connection.

Key Initiatives and 3-year delivery plan

Initiative	Outcome	2026/27	2027/28	2028/29
Actively promote and engage in stakeholder partnerships to support ongoing infrastructure development and renewal and shared access arrangements	Stronger relationships with local sporting, government and community partners			
Develop sustainable asset management and investment plans to support long-term growth - Review and update facility growth and court demand plan - Explore collaboration with local schools on facility upgrades and access	Facilities that support operational and competition growth and development			
Advocate for, and secure, additional courts and expanded playing capacity to meet short-term needs	Facilities that meet competition needs while fostering strong local relationships			
Work with local and state government, BWA and key stakeholders to identify future facility opportunities including securing commitment and funding	Strong partner relationships that translate into advocates for facilities. Construction of facility/ies that support HRBAs long-term growth with a 30 year horizon			
Maximise court utilisation through improved scheduling and programming reviews	Ability to support current competition needs and marginal growth in the short term			

Develop a long-term structure, process and systems renewal plan and incorporate into annual and long-term budgets - Competition management systems (27/28) - Website and communication tools (26/27) - Live scoring and statistics systems (27/28) - Data and reporting capabilities	Proactive management of HRBA structure, process and systems to ensure that organisation and competition needs are met sustainably Decisions on resourcing are informed and planned to meet future need as well as respond to current needs.			
Invest in digital systems to enhance member and competition experience	Greater engagement and participation by members supporting overall growth of competitions			
Create an annual program to identify and pursue grant and funding opportunities for facility, structures, systems and process programs and renewals	Reduce the impact on members by gaining external funding support for strategic growth projects and programs			

BUILDING CONNECTION AND SUPPORTING COMMUNITY IMPACT THROUGH BASKETBALL