



BASKETBALL ENGLAND

STRATEGIC PLAN

2018-2024

GROWING BASKETBALL TOGETHER





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01. INTRODUCTION

GROWING BASKETBALL TOGETHER

PEOPLE IN BASKETBALL AT THE HEART OF THE STRATEGY

Following a period of research, consultation, international comparisons and consideration of the best practice in basketball, we now signal a period of change, improvement and delivery to develop and grow the sport. We have a tremendous opportunity to promote the sport to the nation, government, media and potential investors in a positive and realistic way if we show we can achieve a lot more collectively for basketball and the communities we all serve. This strategic plan is the direction, focus and advert for all stakeholders to help leverage a better future for basketball and support the thousands of people benefitting from our sport.

At the heart of this strategic plan - 'Growing Basketball Together' - are young people and what they need to fall in love with basketball at an earlier age. This starts with a fantastic introduction in primary schools on a mass scale to joining a vibrant club network that creates great playing environments and produces first-rate coaches and officials. Having a safe and exciting club network at a community level alongside the growth in college and university basketball are all important opportunities. Building a collective momentum and improving the access and quality of the playing experiences at every level is crucial if we are to move the sport to the forefront of the nation and succeed on the international stage. With the sport progressively moving towards a steady state going forward, we can really build on existing good practice and research and development work we have already undertaken.

Basketball has the ability to engage communities in some the most underprivileged areas in the UK. At its core, the sport is one of the country's most inclusive. The BAME demographic of those involved in the game is over 50% - a much higher percentage than most other popular sports.

Basketball is also ideally suited to areas deprived of space or funding. When all you need is a hoop and a ball, getting started is easy! That accessibility links into the social value of basketball. It can help so many people in so many ways, with minimal barriers to basic participation. That success is demonstrated in urban basketball clubs and programmes across the country.

OUR STRATEGIC PLAN AND HOW IT WILL WORK

Basketball England is the membership and development body for basketball at all levels in England.

We recognise the need to work closely with the home nation bodies for Scotland and Wales and the British Basketball Federation (BBF), which is responsible for preparing GB teams for international competition and licensing the British Basketball League (BBL) - the professional part of our game in the UK. Our primary focus is to our members and responding to their needs to grow the opportunities to play, compete and develop.

The purpose of this plan is to set out our vision, mission, major goals and objectives that will directly inform the future of basketball and what we should focus on to achieve our shared goals for the sport.

It will also help people at all levels see how they fit into the bigger picture for the development and growth of basketball in England. Through a new communications and reporting structure for Basketball England members, everyone involved will be able to see how they can capitalise on the opportunities going forward and what impact we are having on our sport.

CHALLENGES & OPPORTUNITIES

Basketball is not an asset-owning sport nor are there many full-time employees making a living from it. This presents us with real challenges when professionalising the game or demanding more time from our volunteer base to make things happen. Basketball is almost entirely run by an army of committed and willing volunteers and we rely on their support and time to run the game. That is the case from grassroots level through to developing talent and supporting clubs to fund the cost of playing. If participation is to grow, we need to support the volunteer base better, develop it and provide ways to encourage more volunteers with varying skills to join a significant and valued part of basketball. This will help the sport be more creative so it can deal with its challenges, such as overcoming barriers like cost, or negotiating access to quality facilities, partnerships and investment.



The club infrastructure and its volunteers are key to our future success. We know of many clubs that have become very resourceful and created local partnerships to operate in new ways that support growth and sustainability. Clubs need more support to do this and meet the ongoing demands of running youth teams and development programmes. We are going to introduce some much-needed club services and support to achieve a Basketball “Kitemark” that recognises clubs, their contribution to the game and the quality experiences they provide.

Inward investment into the sport has grown across the education sector and we need to recognise this significant contribution to growth and support. We will be seeking to further influence education establishments at school, college and university levels to contribute to the local economy for basketball in court time, connections with their students and expertise.

In order to deliver the growth signalled in this plan, we also need to replicate what other sports have done to succeed with commercial sponsorship for their grassroots programmes and other packages relating to talent and performance basketball. No one major sponsor dominates the basketball market, so there is a major opportunity for a commercial partner to step into the sport as we move through a period of stability, growth and a more positive media profile. The latter is a critical factor if we are to leverage new resources.

Looking at broader opportunities for investment, we are working hard to create a more stable environment for basketball. By communicating and implementing this plan with our regions and the local basketball community, we can work in unison on key initiatives and attract new resources in the future.

There are four standout priorities we want to address for the sport:

1. Grow the grassroots participation at a younger age. We will be building on the success of numerous clubs in this area as well as launching a new school community programme at the primary school level.

2. Tackle the gap between male and female participation in playing, competing, coaching and officiating with the introduction of a campaign to attract more women and girls at all levels of the sport.
3. Address the number of quality coaches to support the game—from quality playing experiences at local level to developing players to participate at the highest level.
4. Similarly for officiating, we know that a game experience is so much better when we have sufficient officials supported and trained at the right level, so a recruitment and training drive will be key to our growth plans.

Our Strategic Plan has been designed as an overview document for a wide basketball audience and other stakeholders who can benefit from - and contribute to - the game. Throughout the plan you will see four main strategic ambitions: to grow participation; build the facility and people infrastructure; develop talent, and to be an effective governing body supporting its members and profiling our joint successes.



WHAT WE ARE AIMING TO ACHIEVE?

STRATEGY 2018-2024

- VISION
- MISSION
- STRATEGIC OBJECTIVES
- WHAT WILL 2024 LOOK LIKE?

HOW WE PLAN TO DELIVER?

IMPLEMENTATION

ANNUAL DELIVERY PLANS



KEY RESULTS



INITIATIVES & PROJECTS

SPECIALIST & CRITICAL FOCUS ON KEY AREAS

INFLUENCE

GAME PLANS

(SISTER DOCUMENTS ON SPECIALIST AREAS)



ADVISORY GROUPS



HOW ARE WE DOING?

REPORTING

PROGRESS, GOOD PRACTICE, NEXT 6 MONTH PRIORITIES

IMPACT OF OUR SPORT

SOCIAL OUTCOMES

GOOD PRACTICE & CASE STUDIES



ANNUAL DELIVERY PLANS

Each of the four strategic objectives will have an annual delivery plan, with a published list of initiatives and projects (from all parties) that will contribute to our aims. This will provide transparency and visibility for all programmes and services across the sport, and provide an overview of our priorities. These plans will continually evolve each year and we will adapt them accordingly as we work through each season.

GAME PLANS & ADVISORY GROUPS

Alongside this, on key areas of the sport, we will have sister documents to the strategic plan (Game Plans) that will have more detail on specialist/practical developments that are there to support you and the game (Eg: coaching, officiating etc.).

We are establishing 'Advisory Groups' comprising of key people in the basketball community to drive forward our Game Plans. They will be a positive connection to many people in the game who work alongside Basketball England staff. This will ensure we engage with the game continuously and drive our plans into action.

THE SOCIAL AND ECONOMIC VALUE OF BASKETBALL

We all know that basketball connects communities and people of all backgrounds in a way that few other sports can do. As a result of this we have a major opportunity to promote the sport for the greater societal good. Through the growth of the sport and the delivery of this plan we will have a major impact on the wider society and contribute to the Governments Sports Strategy and its social outcomes.

Therefore, we want to promote the growth and value of basketball and increase the public and political appreciation of what impact our sport is having on society. To achieve this, we will be collecting quantitative and qualitative data, good practice and case studies from the basketball community that demonstrate the power of basketball in our society. At key intervals we will report on the following social outcomes as defined by the Government and our major funder Sport England. This will help us make a strong the case for attracting more support and resources for the game.

The governments social outcomes are:

- Physical wellbeing
- Mental wellbeing
- Individual development
- Social and community development
- Economic development

As we build up the evidence we will make this available to our members through our website publications to use to promote good practice in their own club environments, local communities and use to influence other parties to support them and the game.

REPORTING

We will regularly report and publish evidence of:

- Progress against Annual Plans & Game Plans
- Good practice from clubs, schools and colleges, volunteers, coaches and officials.
- Quantifiable differences that are being made across basketball, including social impact.

This means the focus will be about the game and showcasing the best of what the sport has achieved at all levels.

WORKING TOGETHER

Many of the objectives set out in this Strategic Plan will depend upon the strength of the partnerships we have - and develop - over the coming years. This will need much closer constructive and effective communication between the clubs, education establishments, coaches, officials and organisers who already contribute so much to our sport. With the clear direction in this plan and the abundance of expertise in the basketball community, we have a real opportunity to overcome the challenges and start to fulfil the potential the sport has talked about for many years.

If we work together, there is no doubt we will have the capability to make basketball more successful. That goal is within our reach.

STEWART KELLETT - CEO

02. RESEARCH

RESEARCH AND GOOD PRACTICE UNDERPINNING THE IMPROVEMENTS AND CHANGES TO BENEFIT BASKETBALL

In 2016, UK Sport considered the future for basketball in relation to the sport's current technical capability and desires to qualify for - and compete in - future Olympics as Team GB. The feedback on improving our outlook was to undertake a "reset" for the game and learn from other successful sports that had undertaken reform through research and development. This was further supported by Sport England, who have invested in Basketball England so that we can adopt better ways of developing and growing the sport at all levels. Sport England has been instrumental in the development programme described later in this section.

After receiving this feedback from UK Sport and Sport England, Basketball England began a research programme modelled roughly on the approach the English FA (Football Association) took some 12 years ago, led by Sir Trevor Brooking. After an overhaul of their technical, tactical, physical and mental approaches to developing football players, the FA have started to see the vast improvements in the standard of play in boys' and girls' youth teams and the players that feed into professional clubs. The success of various age-group teams and a women's ranking of fourth in the world has put a spotlight on the rate of improvement that can be made through such a technical review and by applying best practice, world-class coach education and a more scientific approach to the game. We have applied a similar process (on a fraction of the cost) using our own experts in basketball and expertise from other sports, to challenge what we do, stretch our thinking and learn from the very best practice models both here and overseas.



Our own version of the technical review is called the Basketball Development Model (BDM). Over 80 people from basketball and other sports have worked together at various stages over the last 18 months to produce a series of proposals for changes at all ages and stages of a player's basketball journey.

The vision for the BDM was to undertake a fundamental review of the player, talent and performance pathway for basketball in this country. We would then be able to ensure that players at every age and stage of their development can experience the best possible environment and support to play, develop, compete and fulfil their potential. This included retaining players of all ages and abilities too.

We had five objectives for the BDM. We wanted to improve all aspects of the game so that we can produce English players that:

- Have the opportunities to play and enjoy the game for life.
- Are provided with a pathway that supports players to achieve their potential.
- Can develop the capability to compete at the level they aspire to.
- Are equipped to succeed at world level.
- Put something back into the game at whatever stage they are at.

The model we adopted is indicated in the figure below. We put the needs of the player first and then adjust our responses and support to help optimise their experience and development:



This process has led to numerous new ideas and the basketball community can now build on the good practice and introduce improvements that will help coaching; officiating; club support; school's introduction; competition structures; talent development; sports science; general player welfare and parent education.

Sincere thanks goes to everyone that has been part of the research and consultation and the many people who participated in surveys and regional meetings to provide us with their views.



03.

THE PLAYER PATHWAY

The Player Pathway model on the facing page is a simplified depiction of how a player from a young age can access the sport and progress through the various stages of development. The model shows the simple phases of progression and is applicable to all levels of ability. The progression may peak at playing basketball for their club, region, a professional club, England or Great Britain representation.

In the promotion of the sport and embedding the pathway, we will be providing information to schools, parents, clubs, colleges, universities and other partners to make the pathway more visible to attract more people to play. We have included the Masters tournament and an important Alumni and Hall of Fame category in recognition of people serving the sport.



BASKETBALL IN ENGLAND – PLAYER PATHWAY

WHERE	SCHOOLS & LOCAL JUNIOR INITIATIVES	REGIONAL, LOCAL JNR CLUBS & SCHOOLS	REGIONAL, NATIONAL JNR PROGRAMMES & SCHOOLS	UNIVERSITIES & COLLEGES	REGIONAL & SENIOR CLUBS	PROFESSIONAL CLUBS	GREAT BRITAIN & ENGLAND	LIFELONG PARTICIPANTS	ALUMNI/ HALL OF FAME
AGE	6-11	9-14	14-18	16-22	16+	18+	18+	35+	Recognition
WHAT	<ul style="list-style-type: none"> Slam Jam Mini-Basketball School Games Local/Club CVLs and Initiatives 	<ul style="list-style-type: none"> Slam Jam Mini CVL & Leagues Jr. NBA School Competitions Aspire Programme 	<ul style="list-style-type: none"> U14/U16/U18 Leagues Aspire Programme England Talent Programme GB U16/U18 3x3 School Competitions 	<ul style="list-style-type: none"> England Development Programme Academy Leagues BUCS England Talent Programmes 3x3 	<ul style="list-style-type: none"> Local Leagues Walking Basketball NBL 3x3 	<ul style="list-style-type: none"> BBL/WBBL Overseas 	<ul style="list-style-type: none"> U20 Senior Commonwealth Games 	<ul style="list-style-type: none"> GB Masters Walking Basketball Back to Basketball 	
FOCUS	<ul style="list-style-type: none"> Introduction to the game Basketball is fun 	<ul style="list-style-type: none"> Introduction to the game Basketball is fun Support to keep playing 	<ul style="list-style-type: none"> Support to keep playing Committed to the game 	<ul style="list-style-type: none"> Committed to the game Performance focused delivery 	<ul style="list-style-type: none"> Support to continue or return to playing Performance focused delivery 	<ul style="list-style-type: none"> Maximisation of capability 	<ul style="list-style-type: none"> Maximisation of capability 		
									

04.

2024 VISION

To be an inspirational sport that is accessible to everyone.



05. OUR MISSION

To govern and grow our sport in the most efficient, effective way, thereby providing a great experience for everyone involved in basketball.

STRATEGIC AMBITION 06.

1

RETAIN & GROW PARTICIPATION

Increase participation and grow the community game through a 'retain and grow' strategy.

2

ENHANCE OUR INFRASTRUCTURE

To develop, support and sustain a high-quality infrastructure network that inspires the next generation and meets the needs and demands of the game for the future.

3

WORLD-CLASS TALENT SYSTEM

Develop a world-class talent system for players, volunteers and professionals to develop in an inclusive and progressive way and fulfil the sports potential.

4

BE A HIGH-PERFORMING NATIONAL GOVERNING BODY (NGB)

Govern, shape and service basketball in an efficient and effective way, so it is safe, fun, engaging, inspiring and attractive to investment as a recognised high-performing and fully sustainable sport.



07.

RETAIN & GROW PARTICIPATION

ASPIRATIONAL TARGET:

500 THOUSAND

more people experiencing the sport with accessible opportunities to play.

STRATEGIC OBJECTIVES

1 INSPIRE GROWTH: Mass Engagement of Young People

Grow the number of young people playing basketball in our schools and clubs on a mass scale.

2 RETAIN & TRANSITION: Appropriate and Accessible COMPETITIVE Opportunities Across the Sport

Significantly grow and retain the number of people playing appropriate and COMPETITIVE basketball across every community.

3 RETAIN & TRANSITION: Appropriate and Accessible INFORMAL Opportunities Across the Sport

Significantly grow and retain the number of people with accessible, appropriate and INFORMAL playing opportunities across every community.

4 PROFILE & CAMPAIGNS: Enhanced Profile of the Sport

Increase the awareness and profile of basketball as an inspiring sport, with accessible opportunities to start, stay and continue to play the game at whatever level is desired.

WHAT DOES 2024 LOOK LIKE?

MASS SCALE DELIVERY OF THE SPORT:

Mass-scale delivery of the sport across the country, with the majority of clubs and schools regularly delivering a high-quality basketball experience for young people with a consistent growth in BAME and female participation.

THRIVING, COUNTRY WIDE COMPETITION STRUCTURE:

A leading, industry-recognised league and competition framework providing an appropriate 'next step' quality experience of regular playing opportunities for all ages, abilities and demographics, especially in areas of deprivation.

BASKETBALL IS EVERYWHERE:

The game is now identified as one of the leading sports played informally in both indoor and outdoor environments, with a series of highly successful, market-leading interventions and programmes. This will include significant growth in the 3x3 game and a series of innovative approaches to facilitating multiple playing opportunities.

SUCCESSFUL SPORT IN ENGAGING NEW AUDIENCES:

A sport that is reaping the rewards of highly successful marketing campaigns, with significant growth in awareness and ease of access into the game. Opportunities to play as a response to market need are based on sophisticated intelligence and insight across all areas of the sport.

2018 & 2019 FOCUS

SLAM JAM - SCHOOLS:

Adopt a new schools' basketball policy and provide access to a universal fundamentals programme in primary schools ('Slam Jam' programme) with links to CVLs and clubs.

SCHOOL - CLUB TRANSITION:

Embrace and advance mini-basketball and promote broader participation in school games (secondary school age) and local initiatives by local clubs and associations. Facilitate an active club link/partnership with each school engaged in basketball.

SATELLITE CLUB PROGRAMME:

Expand to 170 clubs delivering the Satellite Club programme, with an emphasis on girls in partnerships with the WBBL, lower socio-economic groups and areas of deprivation.

JUNIOR NBA GROWTH:

Double the Jr. NBA competition programme to include school years 7 and 8, expand on the creation of a new girls' league in London and then the North West and then other regions. Agree a forward plan for a further expansion, with new regions for 2019-2020.

NATIONAL COMPETITIONS:

To continue to develop, support and efficiently and effectively manage all Basketball National Competitions under the remit of the National Governing Body.

NEW COMPETITION FRAMEWORK:

Create a national competition framework that stimulates local and regional league growth prioritising junior development for those under the age of 12.

LOCAL LEAGUE INFRASTRUCTURE & DEVELOPMENT:

Map the local club and league infrastructure and help local clubs and associations to create new CVLs and development opportunities for officials, coaches and clubs. Engage a new workforce to increase volunteering capacity to deliver – and support – these developments.

FACILITATE NATIONAL '3x3' GROWTH:

Work with Local Authority partners, clubs and other providers to deliver a national 3x3 festival/competition.

AFFORDABILITY & ACCESS:

Tackle affordability challenges by piloting a new small grants programme to support young people who cannot afford regular playing opportunities.

OUTDOOR GAME CAMPAIGN:

Prepare a campaign to promote ease of participation in the outdoor game and other flexible formats, with promotional and delivery partners in 2019 for young people and adults.

INFORMAL GAME PROMOTION:

Promote the varying formats and ease of access to women and girls and people with impairments/ disabilities to address under-representation in the sport.

GIRLS '3x3':

Build on the initial 2017-18 girls' 3x3 festivals and create more introductory coaching and playing opportunities in each region, linking with clubs who wish to participate.

WOMEN & GIRLS CAMPAIGN:

Implement campaigns to promote the game in major cities and towns to address the under-representation in women and girls' participation.

APPEAL & IMAGE OF BASKETBALL:

Improve the appeal and image of basketball by working with young people and influencers to create strong identities and appeal for the sport and the specific developments within it.

DIGITAL ENHANCEMENTS:

Use digital communications and improved functionality on priority developments, including our online shop, membership portal and feedback systems for our services and events.

WHATSAPP COMMS SERVICE:

Introduce an optional WhatsApp communication service and consult on key developments in advance of the 2019/20 season, including league and competition changes.

MARKETING TOOLKIT:

Create a marketing toolkit for clubs and schools to use to promote the game and their organisation locally.

08.

ENHANCE OUR INFRASTRUCTURE

ASPIRATIONAL TARGET:

20 THOUSAND

coaches, officials and volunteers trained and engaged in the game.

STRATEGIC OBJECTIVES

1 COACHES: More and Better Skilled Coaches

Develop and support the basketball coaching network to significantly enhance the quality of coaches at all levels of the game and inspire players through a high-quality experience.

2 OFFICIALS: More and Better Skilled Officials

Develop and support the basketball officiating network, ensuring the development of appropriately qualified and trained officials at all levels of the game that inspire players through a high-quality experience.

3 CLUBS & VOLUNTEERS: Supported, Engaged and Sustainable Network of Clubs & Volunteers

Achieve a thriving network of sustainable clubs and trained/skilled volunteers across the country that are providing the best possible experience for players through appropriate support and services.

4 PLAYING ENVIRONMENTS: Accessible Playing Environments and Facilities

Enhance the playing experience through an appropriate network of innovative and inspirational facilities and playing environments that not only meet the needs and demands of the game, but inspire growth within the sport.

WHAT DOES 2024 LOOK LIKE?

ENHANCED THRIVING COACHING NETWORK:

A significantly increased coaching network serving all areas of the country that is recognised as being one of the most highly supported and advanced in terms of development, quality and success in addressing gender and equality imbalances.

ENHANCED & EFFICIENTLY DEPLOYED OFFICIATING NETWORK:

A significantly increased officiating network serving all areas of the country that is recognised as being one of the most efficiently and effectively deployed workforces in sport and highly supported in terms of development and quality.

SUSTAINABLE & THRIVING CLUB NETWORK:

A thriving network of sustainable clubs across all areas of the country that is providing a consistently high-quality basketball experience for all ages and abilities in a supportive and welcoming environment. This network will be bolstered by an industry-leading, high-quality and trained volunteer workforce.

LEADING INSPIRATIONAL & INNOVATIVE FACILITIES:

A growing network of inspirational and innovative facility environments evidenced by unprecedented growth of participation and interest in the sport. The network will be supported by clear, industry-leading technical guidance and best practice models.

2018 & 2019 FOCUS

COACHING PLAN & PATHWAY:

Publish Coach Development Plan and the Coach Pathway.

COACHING ADVISORY GROUP:

Establish the Coaching Advisory Group to help recruit and train more coaches and increase standards at all levels.

COACHING BEST PRACTICE DEVELOPMENT:

Establish strong coaching communities of practice, including a new coaches' association.

ENHANCE COACHING PERFORMANCE:

Refresh and upgrade our coaching qualifications content and introduce high-quality CPD (Continuing Professional Development) using a new learning platform to enhance the technical standards of coaching within the sport.

COACH RECRUITMENT CAMPAIGN:

Promote a campaign to recruit more coaches, including a women and girls programme to encourage more females into coaching and assist with their progression to tackle under-representation in coaching.

OFFICIATING PLAN & PATHWAY:

Publish an Officiating Development Plan and Officiating Pathway.

OFFICIATING ADVISORY GROUP:

Establish the Officiating Advisory Group to help recruit and train more officials and increase officiating standards at all levels.

OFFICIATING BEST PRACTICE DEVELOPMENT:

Establish strong officials' communities of practice and work with different groups of officials to develop their skills and deploy them correctly, and at the right level, to improve experiences for all.

ENHANCE OFFICIATING TECHNICAL STANDARDS:

Improve the education, ongoing CPD and the observer/mentoring programme for officials, including access to a new learning platform to enhance the technical standards of officiating within the sport.

OFFICIALS RECRUITMENT CAMPAIGN:

Promote a campaign to recruit more officials at each level of the game to service the needs of our competitions. Develop a specific campaign to support more women into officiating and assist with their progression to tackle the under-representation in officiating.

CLUB DEVELOPMENT SERVICES & STANDARDS:

In partnership with the club network, design and test a club development service that adds value to the clubs and re-introduce effective kitemark standards that can help clubs achieve a minimum operating level and become more sustainable.

CLUB RECRUITMENT & GROWTH:

Design and implement a campaign to recruit and retain more players, coaches and volunteers to support clubs, events and new developments in the sport, including partnerships with schools, colleges, universities and businesses.

REGIONAL COMMITTEE DEVELOPMENT:

Work with Regional Committees to strengthen their capacity to support clubs, providing accessible advice and training for volunteers on a range of basketball and club administration topics. These will include safeguarding, player welfare and the sharing of best practice and knowledge to help other clubs develop.

VOLUNTEER AWARDS & CLUB PROFILES:

Extend the Annual Volunteer Awards and recognition of volunteers, including more case studies and profiling the successes of clubs from across the country.

CLUB CONSULTATION:

Ensure that clubs and members have the information and opportunity to engage in regular Basketball England consultation about game changes; club operations; and take advantage of services, campaigns, participation programmes and talent pathways for club members.

'10 YEAR' FACILITY PLAN:

Publish a 10-year facility plan for basketball, encompassing all major stakeholders with clear investment priorities and principles. This will cover both indoor and outdoor playing environments and utilising case studies and best practice models from existing facility infrastructure.

TECHNICAL GUIDANCE:

Publish technical guidance which covers all indoor and outdoor basketball facility aspects, thereby establishing safe and suitable standards for each level of the game to be played. Linked to this is encouraging the development of suitably sized facilities with the correct equipment for basketball.

CAPITAL INVESTMENT PROSPECTUS:

Develop a capital investment prospectus for local authorities, educational institutions and other potential partners, including proposals to Sport England for capital investment funding for facilities.

FACILITY DATA & DIGITAL INFORMATION:

Improve our data and digital tools for indoor and outdoor basketball facilities by collating more information on court locations and providing improved information on where to play and the suitability of indoor courts for competition.

FACILITY ACCESS:

Pilot new and alternative pricing and booking models for indoor facilities to improve access and affordability for clubs and individuals supporting both formal and informal play.

09.

WORLD-CLASS TALENT SYSTEM

STRATEGIC OBJECTIVES

1 SYSTEM: An Improved Talent System

Successfully develop and implement an improved player pathway and transition model that is both inclusive and progressive to fulfil the sport's potential.

2 PLAYERS: More Players; Better Experience

Significantly increase the number of players accessing and progressing through the Talent System with a high-quality experience.

3 INNOVATION: Continually Innovate Within Talent Support Services

Ensure the talent system remains at the forefront of performance sport-thinking through continually innovative, efficient and effective measures and by providing first-class services to those progressing and supporting the Talent System.

4 PARTNERSHIPS: Leverage Effective Strategic Partnerships

Initiate and develop effective partnerships to create and support a world-class talent system.

WHAT DOES 2024 LOOK LIKE?

INDUSTRY-LEADING PLAYER PATHWAY & TALENT SYSTEM:

A clear, transparent and accessible pathway for all players (at every age and stage), with well-established and resourced 'Regional Talent Hubs' supported by a leading sports workforce of coaches, sports science practitioners and team managers. We will be delivering a world-class service and regularly creating a pool of players that can win on the international stage.

HIGHLY REPUTABLE PLAYER EXPERIENCE & PROGRESSION:

Unprecedented number of players having a huge dream, ambition and desire to play for England & Great Britain AND progressing successfully through a recognised high-quality pathway of training, education and competition in line with the Player Development Framework (PDF).

RECOGNISED INNOVATIVE LEADER IN BASKETBALL:

Basketball England recognised by FIBA and other European countries as a leader for basketball research and innovation, with a unified and fully engaged network of clubs, coaches and volunteers in demand to share their positive experiences and specialist knowledge of the most effective, growing Talent System in Europe.

HIGHLY EFFECTIVE & INTEGRATED PARTNERSHIPS WITH REDUCED PLAYER MIGRATION:

A highly effective and unified Talent System, with integrated partnerships to support a clear and transparent pathway with less players migrating to the US college system or Europe. The 18-22 offer in England provides a better level of athletic development and educational opportunity.

2018 & 2019 FOCUS

NEW TALENT SYSTEM & PATHWAY PUBLISHED:
Publish Talent System & Pathway and update all guidance materials on Basketball England website.

REGIONAL TALENT MANAGERS & ASPIRE COACHES:
Recruit, educate and deploy Regional Talent Managers and Aspire Programme coaches into the new Talent System and Pathway programmes.

REGIONAL TALENT HUBS:
Publish the 'Expression of Interest' process to onboard 'Regional Talent Hubs' in each of our 10 basketball regions.

ENTERPRISE TEAMS DEPLOYMENT:
Recruit, educate and deploy 'Enterprise Teams' within each Regional Talent Hub to support and enhance the delivery of Talent Programmes and workforce development.

DiSE DELIVERY (England Development Programme):
England Development Programmes to commence delivery of the Diploma in Sporting Excellence (DiSE), which will be integrated with the philosophies and outcomes of the Player Development Framework (PDF).

ASPIRE PROGRAMME:
Introduce Aspire Programme sessions from October for 11-15-year-old players, which will meet the outcomes of the Player Development Framework (PDF).

NEW TALENT ID & TRACKING PROGRAMME:
Launch the new 'Talent Identification, Tracking and Scouting Programme,' enabling us to provide a better level of support to talented players across the country.

PDF ROADSHOW & EDUCATION:
Regionally based education sessions focussing on the rollout of the 'Player Development Framework' for the Talent System and Pathway and club network of coaches.

INSIGHT DEVELOPMENT:
Commence with data capture for multiple research projects, including the management and prevention of patellar tendinopathy and the impact of European-based competition on domestic performance.

TALENT BRAND LAUNCH:
Launch a new 'Talent' brand, which will help to align all activities and make the Talent Pathway clear, accessible and supported.

THE BASKETBALL REVIEW:
In partnership with the BUCS Basketball Sport Action Group (SAG), which has BBL/WBBL representation, complete a Higher Education basketball review in relation to coaching, competitions and student-athlete support, giving recommendations for improvements.

THE INVESTMENT (Regional Talent Hubs):
In partnership with the Talented Athlete Scholarship Scheme (TASS) and to promote player retention and Talent programme transfer, align funding opportunities to Higher Education Institutions who meet the 'Regional Talent Hub' standards.

ASPIRATIONAL TARGET:

10

THRIVING TALENT HUBS

delivering a unified National Talent System and Pathway creating a pool of players who can win on the international stage.

10.

BE A HIGH-PERFORMING NGB

ASPIRATIONAL TARGET:

Achieving high performing National Governing Body status by

2024

STRATEGIC OBJECTIVES

1 GOVERNANCE: Outstanding Governance and Operational Standards

Set and adhere to the highest standards of governance and operational standards in sport and embed these in our ways of working.

2 FINANCE: Become Financially Self-Sustainable

To become financially self-sustainable, with the ability to continually grow and enhance services for the sport.

3 SERVICING THE GAME: World-Class Service to the Basketball Community

Provide a world-class, efficient, effective and responsive service to our sport, and develop stronger relationships with the basketball community.

4 REPUTATION & FAVOURABILITY: Recognised Positive Reputation and Favourability of the Organisation

Significantly enhanced reputation and favourability of the organisation through the delivery of strategic objectives. Ensure awareness of the role the organisation has played - and the value of services and influence it provides - underpinning the growth of the sport.

WHAT DOES 2024 LOOK LIKE?

INDUSTRY RECOGNITION & AWARDS:

Basketball England is recognised as one of the leading NGBs across all areas of governance and operational standards, winning awards and having exceeded all criteria and independent assessments with regards to governance, including the voluntary 'High-Performing NGB' assessment.

INCREASING FINANCIAL GROWTH:

Basketball England has solid financial foundations; is less reliant upon lottery grant funding (less than 30%) and has significant, year-on-year growth of alternative sources of income as the sport becomes more attractive for commercial investment.

RECOGNISED LEADER IN CUSTOMER & PARTNERSHIP SERVICES:

Basketball England is one of the leading sports for providing high levels of customer service to members, partners and sponsors with a year-on-year growth of customer satisfaction ratings and an ever-increasing number of partners investing in – and contributing to – the growth of the sport.

UNPRECEDENTED GROWTH IN BRAND AWARENESS, FAVOURABILITY & ENGAGEMENT:

Following successful delivery of a world-class marketing and communications strategy and awareness campaigns to engage with existing and new audiences, the organisation has a consistently recognised and favourable corporate identity, with high levels of positive engagement across all communication touchpoints.

2018 & 2019 FOCUS

CFSG COMPLIANCE:

Continued ongoing compliance with independent Code for Sport Governance (CFSG) assessment.

CPSU QUALITY ASSURANCE:

Maintain our green rating issued by the Child Protection in Sport Unit (CPSU) by March 2019.

STATUTORY OPERATIONAL PRACTICE:

Continued compliance with statutory operational practice.

FINANCIAL & LEGAL COMPLIANCE:

Continued ongoing compliance with all financial and legal obligations.

COMMERCIAL STRATEGY:

Commercial Strategy & Income Generation - Develop and implement a Basketball England commercial strategy, which includes more income-generation programmes.

REDUCE BACK OFFICE COSTS:

Reduce back office costs by 5%.

MINIMUM RESERVE LEVEL:

Maintain appropriate minimum reserve level to sustain the organisation.

MARKET TEST COMMERCIAL ASSETS:

Market test assets and packages to assess commercial value.

MINIMUM CUSTOMER SATISFACTION RATING:

Score minimum 7/10 annually on customer satisfaction as rated by our members.

STAKEHOLDER STRATEGY:

New stakeholder and partnership development strategy with clear account management structure.

REGIONAL MANAGEMENT COMMITTEES:

Implement the new operating model for Regional Management Committees (RMCs) by December 2018.

TRACK SERVICE - ADAPT SERVICES:

Track service quality and reliability more frequently to ensure we deliver to the standards you expect and adapt services quicker.

INCREASE FAN & PLAYER MEMBERSHIP:

Implement GDPR compliant, lead generation campaigns to increase fan and player membership numbers and Basketball England database numbers.

ONLINE ENGAGEMENT:

Implement multi channel, digital content programme with partners to increase online engagement with the basketball and wider community.

ADAPT BE PROGRAMME & PRODUCTS WITH TRENDS:

Using insight-based research, member feedback and current industry trends, continue to refresh the look and feel of Basketball England products, programmes and events and align to marketing strategy.

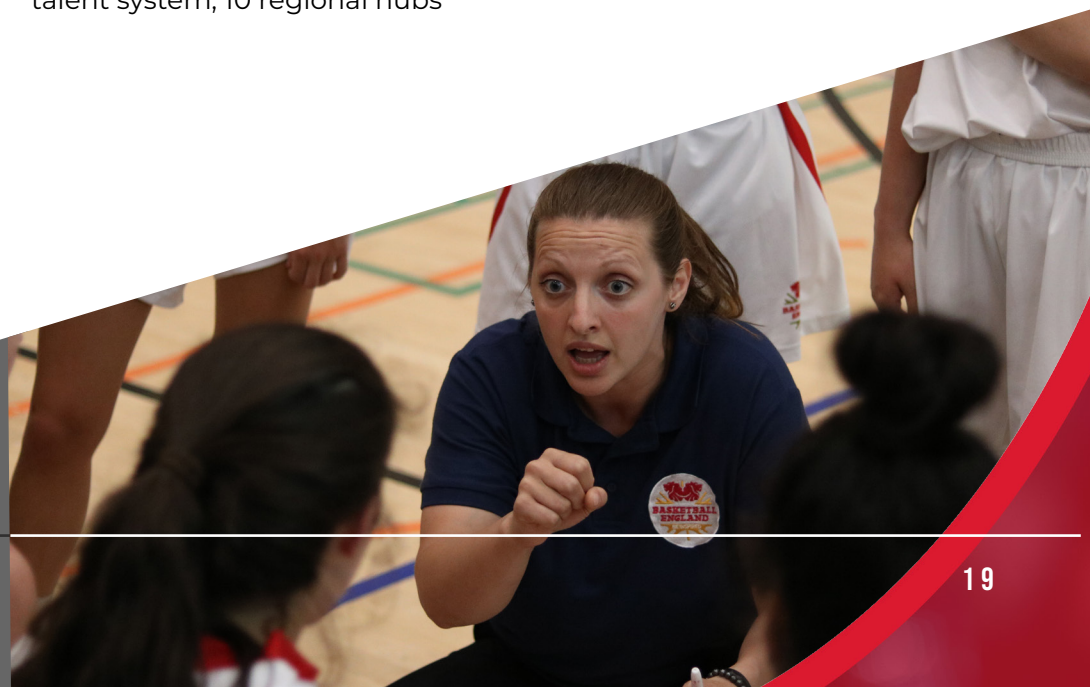
ENHANCED MEMBERSHIP SERVICES:

Implement UX testing of our new membership portal, begin communications campaign of changes and launch the new system ahead of the 2018/19 season.

Our Sport England targets for the 2017 to 2021 funding cycle are as follows:

1. Increase participation in the core playing market (weekly participation – ie. membership) from 30,791 to 39,000 by March 2021 (8,209 or 26% increase)
2. Increase participation in the core playing market (12x per year participation – ie. programme participation) from 85,505 to 87,604 by March 2021 (2.5% increase)
3. Increase the diversity of our membership:
 - Increase the percentage of the membership that is in the 20% most deprived areas measured by IMD from 17% to 20% by March 2021
 - Increase the percentage of the membership that female membership by 3% by March 2021
4. Grow the number of clubs in our Satellite Club Programme from 150 to 210 and attract 2,500 new participants, taking into account indicators that we increase the percentage of females taking part in the scheme to 35%, increase the number of players with a disability taking part in the scheme to 20%, maintain the number of participants who are BAME at 58% and maintain the number of participants from lower-socio economic at 40%.
5. Reduce back office costs
6. Implement a financial sustainability plan
7. Implement agreed change programme for talent – 2000 players in talent system, 10 regional hubs

In addition to these targets, Basketball England has made a commitment to increasing the diversity of our voluntary and paid workforce to ensure that our workforce is more reflective of the demographics of our playing base.



OUR SPONSORS



BASKETBALL ENGLAND

STRATEGIC PLAN

2018-2024

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