



BASKETBALL ENGLAND

OFFICIATING GAME PLAN

2018-2021

#TOGETHERWEAREBASKETBALL



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INTRODUCTION

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Officials are an essential element to any competitive basketball game. By following the (world governing body) FIBA rules, interpretations and mechanics, it is their job to manage a game and ensure it's played in a fair and safe environment. As such, Basketball England is responsible for ensuring that there is an adequate number - and appropriate standard - of officials for all our competitions

Over the past two years, we have been working on the Basketball Development Model (BDM) - a research project focusing on the player pathway from all perspectives. The plan has also received input from officiating experts and the basketball community, who have been consulted throughout the process. The outcomes of the BDM are the basis for this game plan.

Our plan focuses on the current position and context of officiating in England and presents the vision, strategic themes, objectives and targets for officiating during the period 2018-21. Our findings from the BDM research for officiating has identified that there's a need to:

- Recruit and deploy more officials to meet the demand across Basketball England's regional and national competitions.
- Improve the way officials receive game appointments, while considering neutrality and level of appropriateness.
- Advance the standard of officiating through various development programmes so that:
 - Officials, players and coaches are satisfied, enjoy the game and stay involved.
 - The role of the officials is linked directly to the education programmes delivered by coaches.
 - A clear officiating pathway is defined, from grassroots to elite, and synced with the player pathway programme.
- Advocate a philosophy and provide a culture for officiating that promotes a positive image.





OUTCOMES

OUTCOMES OF THE BDM PROCESS

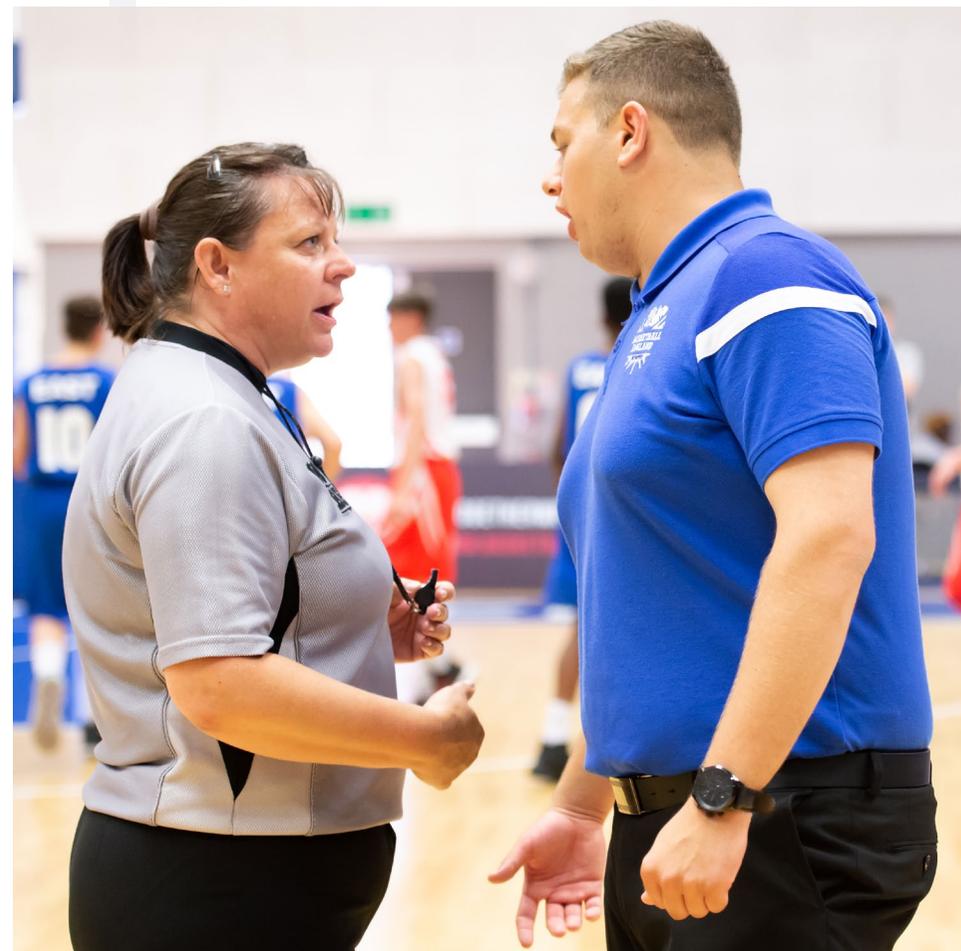
The outcomes of the Basketball Development Model (BDM) process has present four key focus areas that will form the basis of the game plan. The areas are Recruitment, Deployment, Education and Development which we will call **REDD**.

RECRUITMENT - As a first step, it was identified that there needs to be a strategic way in which we attract people into the sport and into officiating specifically, while monitoring the required numbers based on the amount of games being played.

EDUCATION & TRAINING - A highly important area to provide a good foundation to both new and current officials. Suitable education and training will mean officials have appropriate knowledge, they are ready to practice and be active within the game. This includes the upskilling of new and current tutors.

DEPLOYMENT - Placing officials in the right environment on the correct level of games is key. Equally, signposting them immediately after being trained ensures that they get to practice and become involved as soon as they have attended a course. It is very important that early experiences for new officials are both appropriate and enjoyable, encouraging them to continue in the game.

DEVELOPMENT - Having provisions in place for officials to access development opportunities so that they can improve and fulfil their potential.





CURRENT CONTEXT

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CURRENT CONTEXT

The current position of officiating in England is outlined below. In line with our four areas (REDD), there are a number of opportunities to be explored between 2018-2021:

RECRUITMENT

CURRENT STATUS:

- Basketball England do not have a national strategy to recruit officials, particularly at grassroots level.
- Recruitment is driven locally by schools, leagues and competitions when there is a local need.
- Minimal support is provided to volunteer coordinators, who actively recruit officials to support local competitions and clubs.
- Most of Basketball England technical award courses are organised locally by schools, universities, local leagues and clubs.
- Technical courses - when booked - are advertised on Basketball England's website, where people can sign up to attend. More could be done to market these opportunities.

OPPORTUNITIES:

People are interested in officiating in basketball. That much is evident by the number of people that attend our qualification courses, but recruitment is often driven by local demand rather than a national programme.



We have an opportunity to gather insight and find out what people's motivations are for attending a course to then help shape a national recruitment initiative.

We currently have four pilot programmes in Hertfordshire, London, Manchester and Sheffield that have successfully recruited, educated and are developing and deploying officials to club and local league competition games.

A Level Two referee pilot programme has also been successful in educating new officials appropriately.

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EDUCATION & TRAINING

CURRENT STATUS:

- Technical courses consist of Level One (Entry Level) through to Level Four for referees and Level One to Three for table officials. FIBA has international qualifications for table officials and referees.
- There is currently no link with the talent (player), officiating or coaching pathways when referring to the educational needs.
- The qualification landscape is undefined when matching qualifications to a specific competition.
- Any club or organisation can organise a Basketball England technical officiating qualification course in England, providing they use an approved tutor up to Level Three.
- The referee Level Four programme is a Basketball England delivered programme.
- Training for course tutors does not exist, which results in differences with delivery styles from one course to the next.
- Tutors are supplied with a syllabus and presentation to support their delivery.
- Candidates are provided with a manual as a learning resource to support them during the course and period of further learning.
- The organisation of the Level Two referee qualification was redesigned and brought 'in-house' as a pilot project with a view to all courses being organised by Basketball England.

OPPORTUNITIES:

Education programmes have not been updated since 2014 and need a revamp to align with BDM outcomes and FIBA guidance. We should be guided by the outcomes of the talent (player), competition and coaching pathway recommendations, so that the officiating qualification landscape can be redefined to meet the requirements of the player.

We have the opportunity to organise courses ourselves in locations where we know there is a need and could put in place an annual calendar for courses.

We should create a training programme for our tutor workforce so there is greater uniformity when delivering courses.

Basketball England has access to an abundance of educational material, which would support the training for its workforce, referees, table officials, tutors and mentors. These resources can be used to strengthen our education programmes.

More educational material and resources could be provided to candidates and tutors when they attend - or deliver - a technical course.

We have a number of highly respected and well trained officials in England that could be utilised more for education courses. These people can also be called upon to advise and recommend on development and educational programmes.

The Level Two referee pilot programme has been successful in educating new officials appropriately.

We should provide educational and guidance material for players, coaches, clubs and fans so that they understand basketball rules and the role of the officials.

DEPLOYMENT

CURRENT STATUS:

- Grassroots participation is the biggest market, but only has a 2% to 5% transition rate of people attending a course who then go on and become active/officiate in games.
- We know that there is a shortage of officials in all competitions throughout the country, which results in a huge strain on schools, clubs, leagues and universities in terms of finding officials for their games.
- A central appointment system exists for referees in the NBL and for the few regional competitions.
- The process of booking officials for games is time consuming and a burden for schools, clubs, leagues and universities.

OPPORTUNITIES:

Basketball England has a huge opportunity to design and introduce a deployment strategy and increase the conversion number of people who attend courses becoming active officials to 15%.

The introduction of a deployment function at grassroots level would be key to this. More efficient deployment will improve retention rates and increase the number of officials available for games. The pool of officials for national, junior and senior competitions will grow as a consequence and reduce the burden of schools, clubs, leagues and universities having to find officials for their games.

Pilot programmes have been successful in recruiting and deploying programmes for local officials at club and league game levels and we should capitalise on this.



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DEVELOPMENT & STANDARDS

CURRENT STATUS:

- There is currently no Basketball England led development programmes for qualified referees and table officials at grassroots level.
- Minimal support is provided for local competitions and club games with regards to development initiatives.
- A mentoring programme exists for referees officiating in NBL games. There are also tournaments where mentors attend games to observe and provide feedback to officials.
- Mentoring for table officials has been introduced at Regional Development Tournaments (RDTs) and some British Basketball League (BBL) games.
- Elite referees subscribe to a self-evaluation programme, which has proven to be an essential learning tool.
- Incorrectly matched officials are sometimes deployed at various levels of the game due to lack of a structured development programme.
- There is evidence to suggest that the quality of officials is important when trying to keep people participating in basketball.
- Participants who were actively intending to play less basketball were most affected by the quality of officiating and viewed it as important as coaching.
- There is currently no provision for online development programmes for officials to use.





OPPORTUNITIES:

The perceived profile and standard of officiating in England is low at various levels of the game. Providing Continual Professional Development (CPD) opportunities is a priority to ensure that the workforce is kept up-to-date with current philosophies and practice as well as the rules and regulations of the game.

National camps, clinics and local clubs hosting regular CPD events/ opportunities should form part of the officiating pathway journey, where we signpost officials in a structured way.

Online platforms are a place not explored and present an excellent opportunity for multiple development functions. Online tools and resources for reviewing performances - or passing on information in an engaging way - could form an integral part of future CPD for officials.

We have a workforce that accommodates our education programmes, but not our development programme. We should therefore review the workforce and introduce positions that accommodate the development needs of our officials.

We should implement a feedback function and seek regular correspondence and interaction from officials, players and coaches, which would shape the way we improve our development programmes. This should include continuing to gain access to the most up-to-date information, interpretations and philosophies from FIBA as that is integral to teaching our national and international referees.

The Basketball England observation programme is in place that is linked to Jnr. NBL, NBL, WBBL and BBL deployment. By following the practices from other countries and international bodies, we could expand the initiatives that are available and consequently cater for each individual official involved in the game.

A successful and relevant CPD programme will increase satisfaction for officials, players and coaches and reduce drop-off substantially.



VISION

VISION

TO IMPLEMENT THE REDD PROGRAMME FROM GRASSROOTS TO ELITE-LEVEL WHICH WILL BECOME THE REFORMED OFFICIATING PATHWAY.





STRATEGY

STRATEGY

The strategy will be to focus on implementing a fit for purpose **REDD** programme.

The Basketball Development Model project will provide insight and shape initiatives to improve the methods of educating our workforce and maintaining officiating standards through various education and development programmes, such as local and national clinics, distance learning and online resources.

The strategy will focus on increasing the number of officials and associated workforce whilst ensuring that appropriately trained officials are deployed at the right level of games. It will focus on creating more and better officials and show a pathway that is clear for anybody who wishes to become an official or wishes to progress to a higher level of the game.

To deliver the strategy we will continue to focus on the four key strategic areas over the period 2018-21:

1. RECRUITMENT
2. EDUCATION & TRAINING
3. DEPLOYMENT
4. DEVELOPMENT





STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVES

1. To introduce and develop the REDD programme nationwide in conjunction with the Regional Management Committees and the officiating workforce.
2. Design and implement a research project to find out what motivates people to attend a technical course, become officials and officiate in games, including the desire to progress.
3. Using our insight and research findings, increase the number of active officials, with an initial focus at grassroots level ensuring that there are enough officials to service the number of games taking place on any given day.
4. Establish a relationship with key stakeholders, education establishments, clubs and associations with the view of implementing a deployment service for their games and competitions.
5. Revamp our technical course so that they are fit for purpose.
6. Introduce and develop training resources to supplement regular development opportunities, utilising online platforms and supporting national and regional camps and clinics.
7. Recruit and train a workforce that supports the delivery of the REDD programme.
8. Develop an officiating pathway that meet the needs of the BDM – officials, competition, coaching, with the primary focus being the player and the talent pathway.
9. Consider the role of statisticians within officiating and implementation of qualifications in line with FIBA recommendations.

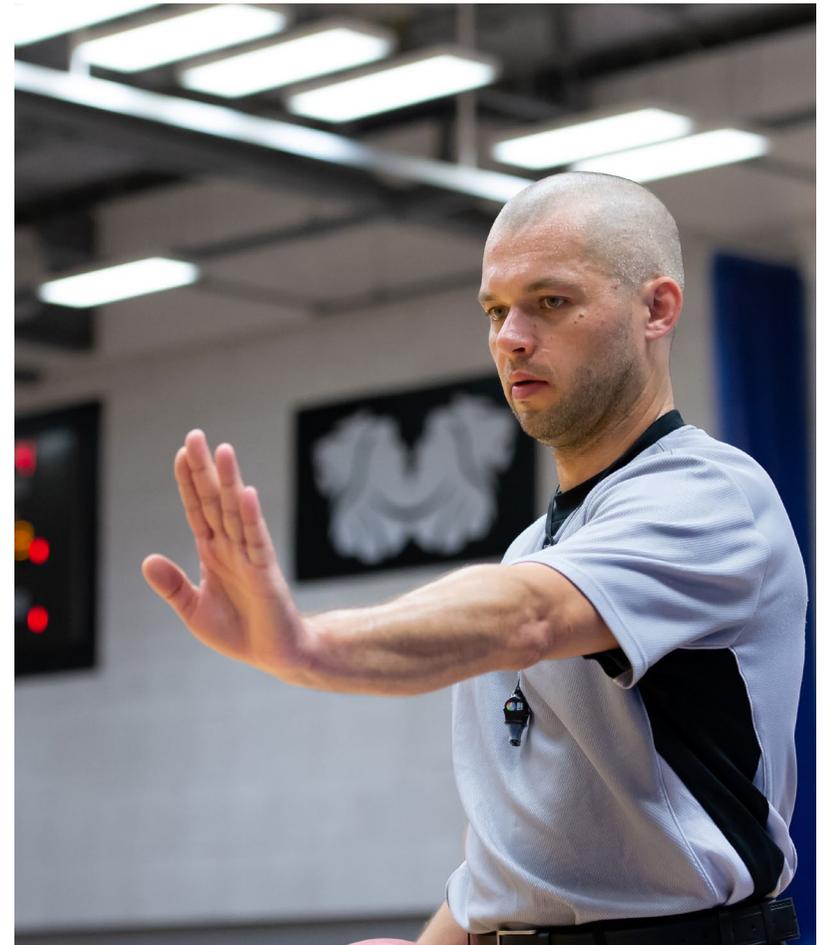




STRATEGIC OUTLINE

STRATEGIC OUTLINE

- Publish an Officiating Development Model (ODM) that is integrated with the BDM to provide a technical reference point and curriculum for the development of officials, ensuring that the needs of players are also met.
- Set out a plan for priority objectives to ensure that there is a systematic approach when actioning the strategy.
- Design a review and monitoring system so that all objectives are assessed and fit for purpose.
- Continue to research best-practice models and programmes so that we operate at the highest level and are satisfying stakeholders.





CREATION & IMPLEMENTATION

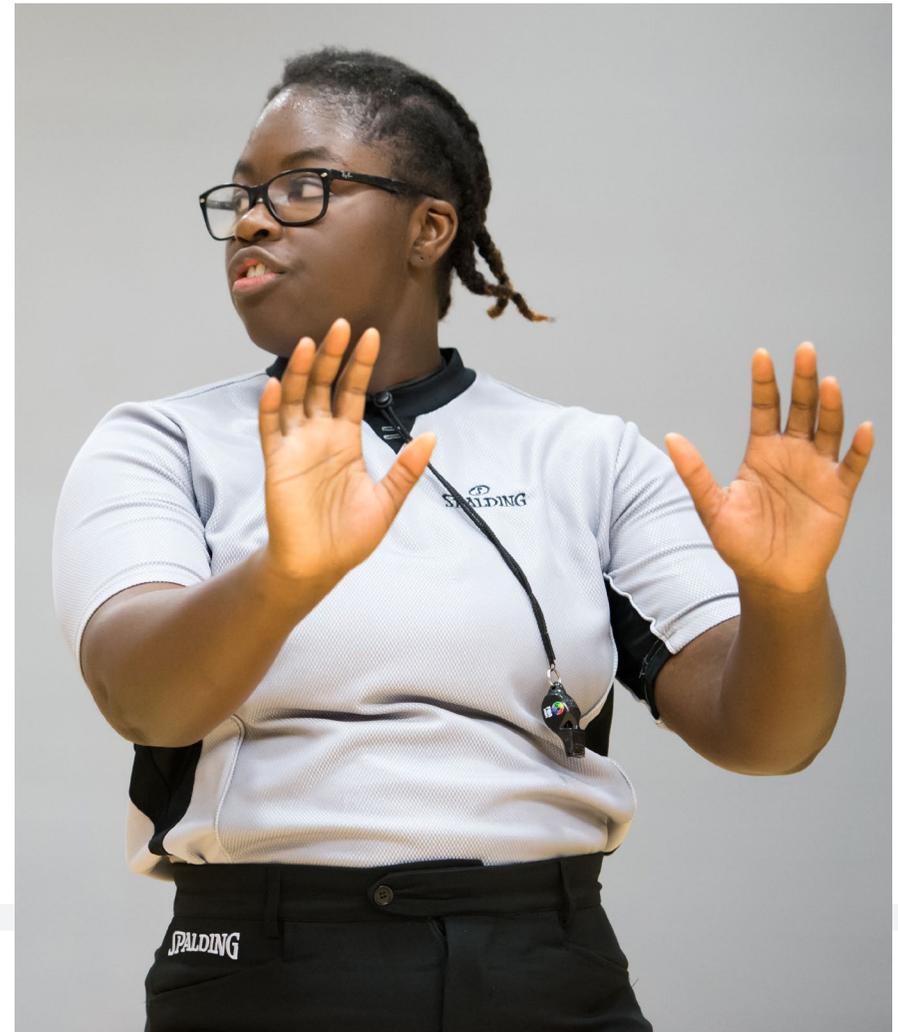
CREATION & IMPLEMENTATION

CREATION AND IMPLEMENTATION OF THE REDD PROGRAMME

Below forms some of the initiatives we believe will provide a good foundation to design and implement the **REDD** programme:

RECRUITMENT

- Carry out research to understand the motivations of candidates wanting to attend an officiating course and become an official.
- Create attractive offers and sell the benefits of becoming an official; create and send regular communications to encourage people into officiating.
- Use our insight and research findings to inform us of what the supply and demand requirements are at each level of the game, which will drive our recruitment process.
- Use our insight to target specific groups when recruiting - lapsed officials, age/gender/under-represented groups (EG: a female level 1 award or young officials).
- Establish how many officials to recruit, and in which locations, based on the insight provided from the capacity analysis research project.
- Design a strategy through a communications plan that helps recruit candidates onto officiating courses and retain them.
- Establish a partnership with key stakeholders and stage associated events and activities to support the REDD programme's recruitment objectives - including Regional Management Committees (RMC), leagues and clubs.
- Identify and recruit a workforce suitable to implement interventions that support the REDD programme's recruitment objectives - including administrators and coordinators.



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EDUCATION & TRAINING

- Review and upgrade all of the existing education programmes and resources for tutors and delegates.
- Utilise online tools as a platform for education and training to enhance the existing officiating education course delivery model.
- Review and adapt tutor delivery styles so they are engaging and relevant.
- Consider and research other learning methods such as distant and practical learning and see how these can fit into our education programmes.
- Utilise officiating experts to advise on the BDM findings and best practice for educating and training officials.
- Develop and implement specific qualifications for children, young people and females.
- Schedule a regular review of the award course curriculum and supporting materials to ensure education programmes are aligned to the BDM requirements and future developments of basketball.
- Design and implement an education package specific for the talent, coaching and competition pathway.
- Design and implement an education package specific for parents, players and fans.
- Design and implement a respect campaign to promote the role of an official and their positive contribution to the game.
- Establish a partnership with key stakeholders and stage associated events and activities to support the REDD education and training programme objectives - NBA, Jr. NBA, BBL, Regional Management Committees (RMCs), schools, colleges, universities and leagues.
- Identify and recruit a workforce suitable to implement interventions that support the REDD education and training programme - administrators, coordinators and tutors.



DEPLOYMENT

- Establish a strategy to deploy officials based on the insight from research projects and the four pilot projects that have been initiated.
- Establish the coordinator role, provide the tools for the job and incorporate as part of the wider support network from Basketball England.
- Encourage deployment as a development tool to introduce new officials, advance/develop existing officials and improve retention.
- Establish a partnership with key stakeholders and stage associated events and activities to support the REDD programme objectives - BBL, Regional Management, clubs, schools, colleges, universities and leagues.
- Utilise the BDM research outcomes when establishing the deployment programmes and consider the officiating, coaching and talent groups' respective needs.
- Implement the interventions of the successful programmes that take place in other sports and countries.



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DEVELOPMENT

- Improve official to club, coach and player communications and relationships via educational programmes, clinics and conferences.
- Discover and capitalise on the reason why officials stay in the game.
- Implement national and regional CPD opportunities.
- Use online tools and resources to encourage self-review, and communities of best practice among officials.
- Improve mentoring opportunities and think of creative ways they can take place.
- Utilise existing high-level officials and FIBA, NBA, BBL links more to improve development opportunities and link the officiating pathway together.
- Consider pilot projects based on BDM insight e.g. French model for Junior referees officiating games with experienced observer/4th official providing an overview..
- Develop a communication plan to improve visibility of officials development programmes including 'respect for the game' type communications.
- Design and implement a recognition and rewards system with the possibility of linking with prestigious events.
- Generate a revenue stream from course delivery to be reinvested back into officiating development programmes.
- Develop creative ways of promoting the code of conduct expectations to all officials.
- Create and update social media platforms to different workforce groups with updates on current practices rules and technical advice.
- Schedule an annual CPD programme for all levels of the officiating workforce, including the profile of events and all the domestic clinics and conferences.
- Create and develop feedback programme for the officiating workforce as well as a self-evaluation system.



- Create a feedback function for players and coaches to inform the content of our CPD programmes.
- Establish a partnership with key stakeholders and stage associated events and activities to support the REDD programme's development objectives
 - NBA, Jr. NBA, BBL, Regional Management, clubs, schools, colleges, universities and leagues.
- Design and publicise a clear and accessible officiating pathway for officials at all ages and stages of the game, which supports the talent, competitions and coaching pathways.
- Establish a strategy to recruit, educate, deploy and develop new and current officials based on the insight provided from various research projects.
 - Game nominations analysis
 - BDM outcomes - officiating, coaching and talent group needs
 - Successful programmes in other sports/countries
 - Services survey
 - Create an annual "Your Officiating" survey, discussing why people become officials, motivations to progress
 - National Officiating Conference Feedback
 - Table officials' pathway seminar
 - BBL Officiating Group
- Identify and recruit a workforce suitable to implement interventions that support the development programmes - mentors, coaches and instructors.
- Establish a digital solution (one place) linked to the Basketball England membership portal for all officiating data including, personal accounts, activity tracking and monitoring, qualifications and professional development achievements, learning resources and licensing platform and video content that support individual development needs.
- Research, design and implement an education and continuous development programme for officials, tutors and assessors (including workforce deployment) overseen by a quality assurance and verification system.



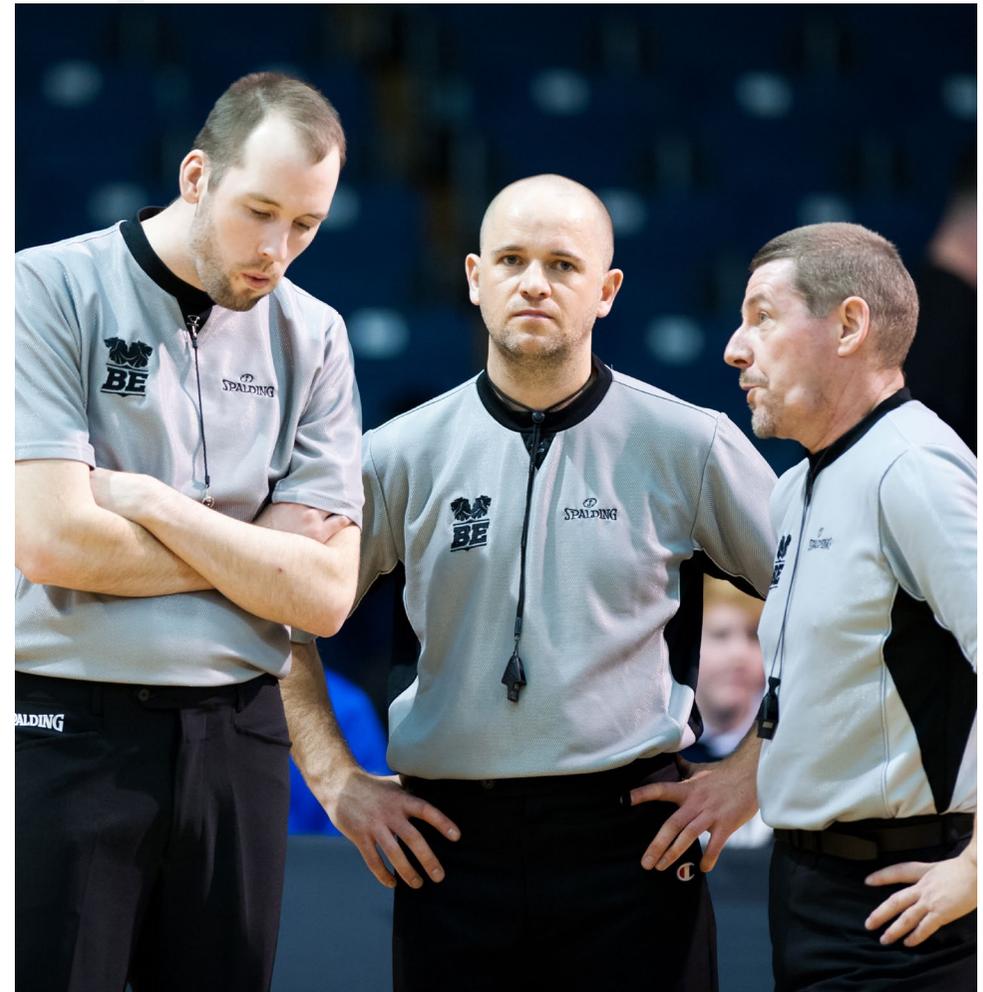


SHORT TERM OBJECTIVES

SHORT TERM OBJECTIVES

It is planned to achieve the following within the next 12 months:

1. Recruit an Officiating Advisory Group who will meet to make recommendations relating to the officiating game plan.
2. Identify current workforce numbers against future programme requirements.
3. Formulate an intervention to recruit and provide training for new referees and table officials coming into the game working and supporting key stakeholders, clubs and associations.
4. Improving the deployment processes for national competitions, local and international development clinics, whilst also introducing a service and support at grassroots level.
5. Formulate an intervention to recruit and provide training for the officiating workforce, course tutors, clinic instructors, referee and table official coaches, regional and local coordinators, game observers.
6. Review current educational programmes, resources and materials, realigning and making improvements so they are fit for purpose.
7. Improving on continuous professional development opportunities supporting existing clinics and utilising web based platforms to formulate a more structured pathway.





MONITORING & EVALUATION

MONITORING & EVALUATION

To measure our success in delivery we will devise key performance indicators (KPIs) for this strategy and monitor our success against them. These will include;

- Gather insight on people's motivations for attending an officiating course and wanting to be an official, with a minimum target of 100 responses.
- Monitor the number of people who attend a course and become qualified - demographics, gender, age, location - and increasing the number by 100 per year.
- Monitor total official numbers in each category and level.
- Reducing our churn rate by 25%.
- Monitor capacity, regionally and nationally, to determine future course requirements.
- Analyse club, player and coach feedback to shape Continuous Professional Development (CPD) clinics.
- Monitor participant satisfaction by way of a regular survey to clubs, coaches, players and officials.
- Provide a minimum of two national, and four regional opportunities each season for CPD in officiating.
- Provide regular online options for self-review and improvement.
- Attract 500 more people onto courses per year by the end of 2021.
- Coach/club/player satisfaction raises from 3/10 to 7/10.



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