

New South Wales Basketball Association

Strategic Game Plan

2008 – 2012

NSW Basketball Association

STRATEGIC GAME PLAN

2008-12

Introduction

The NSW Basketball Association (BNSW) is emerging from eight years of consistently strong financial performance that has allowed it to move smoothly out of a period of administration, with a very confident outlook for the future of the sport in NSW. Basketball NSW sees our sport in NSW has the opportunity to continue to strongly move forward, grow and renew and reinforce its potential as a major sport in NSW.

BNSW has passed through a period where it has consistently demonstrated strong performance operationally, with successful emphasis on its many programs. However, the Board strongly believes that BNSW must now concentrate on being a strongly strategic organization to reach new levels of performance and demonstrate its potential to be a major sport in NSW. Basketball embracing strategies for growth will be a key to the future of BNSW and the sport in NSW.

BNSW must review its governance practices, Board structure, and develop a number of sound **strategic key performance pillars** that can accelerate and guide BNSW into the future with vigour and confidence.

A clear, simple, modern, “best practice” structure and governance involving people of high ability, experience, passion, independence and skill must be developed to lead BNSW.

Eight strategic key performance pillars have been identified upon which BNSW can base its vision, mission, values and management practices. These strategic key performance pillars will be the basis for change, “best-practice” and financial stability and growth of BNSW.

BNSW must grow the game of basketball in NSW by developing a greater participant base that invigorates basketball in NSW through greater public awareness, higher profile for the sport, larger more sound financial opportunities, cost effective management, and more opportunities for better customer service.

Increased availability, and access to existing facilities and the building or extension of new facilities must be pursued vigorously to provide the means and opportunities to grow the game through increase numbers of participants.

This extension program must be partnered by continuous financial stability and excellent customer service.

Integration of the sport of basketball is essential if the sport is to grow at its potential. Strong partnerships must be developed and maintained with Basketball Australia, Associations, centres of excellence, Federal, State and Local government, other States, stakeholders and basketball participants. The disconnection between all levels of basketball from grass roots to high performance must be discontinued.

The vigorous pursuit and implementation of the eight strategic key performance pillars of BNSW and the management actions that grow from these strategies must be encouraged, supported, and demanded.

It is only through this determination, commitment and vigour that BNSW and the sport of basketball in NSW can fulfil its visions, missions, values and potentials.

Dr Adrian Hurley OAM
President
NSW Basketball Association Ltd

Basketball NSW

THE EIGHT STRATEGIC KEY PERFORMANCE PILLARS

(BNSW Critical Success Factors)

- 1. Customer Service**
- 2. Growth Of Sport**
- 3. Financial Stability**
- 4. Competitions**
- 5. Marketing & Branding**
- 6. High Performance Pathways**
- 7. Innovation**
- 8. Governance & Accountability**

Basketball NSW

Strategic Game Plan 2008-12

Our Vision

Basketball NSW will be recognized by its members, associates, stakeholders and other sporting organizations as the overall leading State provider for basketball in Australia.

Our Mission

Promote, develop, and maintain the sport of basketball in NSW through eight strategic key performance pillars that will inspire excellence for our participants, members, partners, and basketball as a sport.

The eight strategic pillars are:

- Customer Service
- Growth of the Sport
- Financial Management
- Competitions
- Marketing & Branding
- Performance Pathways
- Innovation
- Governance & Accountability

BNSW Values

- Honesty and ethics
- Responsibility to customers and members
- Respect and support for members
- Teamwork and participation
- Enthusiasm and positive attitudes
- High standards of achievement
- Sound economic management.
- The core principles outlined by the ASC in *The Essence of Australian Sport*
- Success!

Format of the BNSW Strategic Game Plan

The BNSW Strategic Game Plan 2008-12 closely follows the format of the NSW Department of Sport & Recreation Strategic Game Plan 2007-11 for the sporting industry in NSW. It is very supportive of the objectives of this plan, reflecting the role of Basketball NSW as a significant stakeholder, contributor & supporter in the sporting industry in NSW.

The shift in emphasis of the Board of Basketball NSW from an operationally driven organisation to a strategically driven organisation is reflected by the 8 Strategic Pillars it has chosen as the focus for the future development & performance of Basketball NSW.

It is also clearly reflected in the format of the BNSW Strategic Game Plan 2008-12 with strategies/actions organised around each of the 8 strategic pillars & with an overall strategic objective & strategic success measure identified for each of the 8 strategic pillars.

Strategic Pillar 1 – Critical Success Factor 1: Customer Service 2008 - 2012

Objective	Basketball NSW will provide the leadership, expertise, resources and support necessary to allow both itself and its member Associations to perform at “best practice” level in the delivery of the sport of basketball to the community
Strategies	<p>1. Facilitate improved governance & operations within BNSW member Associations</p> <ul style="list-style-type: none"> • Develop & distribute templates for use by Associations as “best practice” guides for all areas of governance & operations • BNSW staff to provide Associations with guidance & support in the implementation process
	<p>2. Adopt & promote “best practice” member protection policies in BNSW & member Associations</p> <ul style="list-style-type: none"> • Develop & distribute “best practice” member protection policies for use by BNSW & member Associations • BNSW staff to provide Associations with guidance & support in the implementation of member protection policies
	<p>3. Develop a BNSW strategic marketing plan & assist member Associations to adopt successful marketing strategies</p> <ul style="list-style-type: none"> • Develop a BNSW strategic marketing plan • BNSW to provide Associations with guidance & support in their marketing programs to better market the sport & secure sponsors
	<p>4. Provide a “best practice” registration system & IT support for use by BNSW & its member Associations</p> <ul style="list-style-type: none"> • Develop & implement a registration system & IT support that improves accuracy, security & efficiency & meets all the requirements of the BNSW Registration by-laws • Review BNSW Registration by-laws & systems to ensure that they simplify processes for Association volunteers & provide sufficient support. • Review BNSW Registration by-laws & systems to ensure that they positively encourage registration compliance & membership growth
	<p>5. Provide high quality representative competitions accessible & attractive to all members of the basketball community & assist member Associations to provide high quality domestic competitions accessible & attractive to all members of their local basketball community</p> <ul style="list-style-type: none"> • BNSW to conduct review of representative competition programs & make recommendations for positive improvements • BNSW to develop new & improved domestic competitions, formats & programs for use by member Associations, including programs for disadvantaged, disabled & special interest groups
	<p>6. Provide “best practice” coach, referee, technical official & administrator education & development in NSW</p> <ul style="list-style-type: none"> • Ensure BNSW coach & referee education programs comply with curriculum, processes & policies as laid down by BA, ASC, NCAS & NSW Sport & Recreation • Review & revise existing programs as required • Promote & support the delivery of “best practice” coach & referee education & development programs in member Associations, schools, tertiary education institutions & other appropriate community groups. • Provide workshops designed to improve the knowledge, skills & performance of BNSW member Association’s development officers, administrators & volunteers
	<p>7. Provide a BNSW web site & communication processes that will meet or exceed current “best practice” standards in the sporting community & meet the needs of our customers</p> <ul style="list-style-type: none"> • Conduct audit of current web site & communication processes • Review & revise existing web site & communication processes as required including capacity for information distribution & collection of feedback & external input • Continue to provide support along with & through BA of member Association local web sites
	<p>8. Facilitate the development of new basketball facilities & increase use of existing basketball facilities to grow the sport</p> <ul style="list-style-type: none"> • Meet with Country & Metro member Associations to determine their facility needs & develop strategies to help them establish additional facilities in their local areas • Provide member Associations with technical information & support to develop new facilities &/or expand existing facilities • Provide information & support to identify underutilized or non-utilised basketball facilities & to establish the sport in these facilities
Success Measure	Successful implementation of at least one new “best practice” customer service focused program in BNSW or its member Associations each year

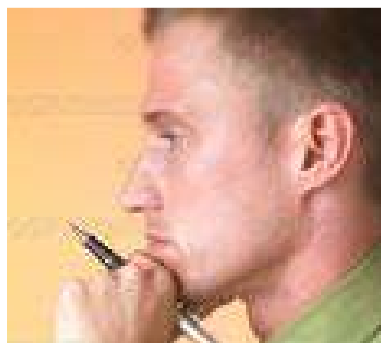
Strategic Pillar 2 – Critical Success Factor 2: Growth of the Sport 2008 - 2012

Objective	Basketball NSW will provide the leadership, expertise, resources and support necessary to allow both itself and its member Associations to grow the sport of basketball in four major areas: participation, facilities, revenue & awareness,
Strategies	<p>1. Research & understand the population demographics & facility availability for communities in NSW & use this information to plan for growth</p> <ul style="list-style-type: none"> • Conduct demographic & facility research, survey & analysis project • Share the information gained with member Associations & utilize in strategic planning processes • Develop a flexible, standardised modular facility concept resource package that can be readily adapted & utilized by member Associations to expand existing or establish new facilities
	<p>2. Adopt & promote strategies, policies & programs specifically aimed at growing both participation in basketball & membership growth in BNSW & member Associations</p> <ul style="list-style-type: none"> • Survey member Associations & other stakeholder organizations to determine their needs & ideas to grow the sport • Develop, deliver, support & promote growth strategies & programs for both BNSW & member Associations • Review the existing Aussie Hoops/Learn to Play Program & develop new & improved content, formats, resources & programs for use by member Associations, including programs for disadvantaged, disabled & special interest groups
	<p>3. Develop & establish a BNSW strategic lobbying plan & assist member Associations to adopt successful lobbying strategies at a local level</p> <ul style="list-style-type: none"> • BNSW Board & CEO to establish regular communications & meetings with appropriate government bodies, departments & politicians to achieve better understanding of our sport & better support for the sport • BNSW to provide Associations with guidance & support in their lobbying programs to achieve better understanding of our sport & better support for the sport at a local level
	<p>4. Research, understand & access all available avenues of support to our sport through grants & other funding programs</p> <ul style="list-style-type: none"> • Research & audit all available grants & other funding support from local, state & federal governments & other identified sources • Actively apply for suitable identified grants & funding • BNSW to share this information & provide member Associations with guidance & support to apply for suitable identified grants & funding
	<p>5. Promote adoption among BNSW member Associations of the BNSW 8 Strategic Pillars as their Critical Success factors in their strategic & business planning processes.</p> <ul style="list-style-type: none"> • BNSW create & supply to member Associations, planning templates for each of the BNSW 8 Strategic Pillars that can be used to provide a framework & for development of Association strategic & business plans
Success Measure	The number participants in the sport of basketball in NSW increases annually & the number of registered members of BNSW also increases annually



Strategic Pillar 3 – Critical Success Factor 3: Financial Management 2008 - 2012

Objective	Basketball NSW will provide the leadership, expertise, resources and support necessary to allow both itself and its member Associations to achieve long term financial viability, stability & growth
Strategies	<ol style="list-style-type: none"> Ongoing improvement in BNSW financial planning, reporting, planning & forecasting <ul style="list-style-type: none"> Provide concise, regular, accurate & meaningful financial reports to the BNSW Board & member Associations Develop short term & long term financial budget Develop a 3 year rolling financial plan, including cash flows Develop a plan for the long-term strengthening of BNSW's Balance Sheet Adopt & promote "best practice" financial management procedures & policies for use by BNSW member Associations <ul style="list-style-type: none"> Develop & distribute "best practice" financial management procedures & policies for use by BNSW member Associations BNSW staff to provide member Associations with guidance & support in the implementation of financial management procedures & policies Develop alternative income streams & business opportunities for BNSW outside of registration income <ul style="list-style-type: none"> Finance, Marketing & Commercial sections of BNSW to work together to develop strategies for additional revenue streams BNSW to plan for establishing its own premises, possibly including both administrative & basketball playing facilities <ul style="list-style-type: none"> Prepare & feasibility plan for BNSW purchasing an office building Prepare & feasibility plan for building or purchasing stadium building containing playing & administration facilities Prepare & feasibility plan for sharing a stadium building containing playing & administration facilities with other stakeholders
Success Measure	BNSW financial performance meets budget each year & BNSW increases the strength of its Balance Sheet each year



Strategic Pillar 4 – Critical Success Factor 4: Competitions 2008 - 2012

Objective	Basketball NSW will provide representative competitions & support domestic competitions at member Association level such that they are recognized as the best quality & most innovative competition products in the Australian basketball community
Strategies	<p>1. Utilise the combined expertise of BNSW in the areas of competitions, marketing, coaching, refereeing, business & finance to review & improve existing competitions & to develop introduce new competition products for BNSW & member Associations</p> <ul style="list-style-type: none"> • Continue to develop & grow the BNSW universities competition • Develop & implement a 3 on 3 competition • Develop & introduce programs, including suitable competitions, for athletes with identified special needs, including women in sport, indigenous athletes & athletes with disabilities • Develop & introduce programs, including suitable competitions, for masters participants • Develop & introduce programs, including suitable competitions, for participants who wish to participate in program supportive of their ethnic origins • Develop & introduce programs, including suitable competitions, for disadvantaged participants • Support other BNSW Departments in the development, improvement & growth in the numbers of coaches, referees, technical officials & volunteers <p>2. Adopt & promote “best practice” within the BNSW Competitions Department to deliver outstanding customer service to BNSW competition participants</p> <ul style="list-style-type: none"> • Provide rapid responses & resolutions to all competitions based problems & issues • Provide rapid, accurate results & information services for all BNSW competitions that at least matches the best services available in Australia • Survey &/or meet with BNSW representative competitions at least once annually to allow for review & ongoing improvement in all BNSW representative competitions
Success Measure	Successful implementation of at least one new competition product in NSW every two years & one comprehensive existing competition review & improvement every two years



Strategic Pillar 5 – Critical Success Factor 5: Marketing & Branding 2008 - 2012

Objective	Basketball NSW will enhance & promote the awareness of, & achieve added recognition of, basketball as the family sport of choice in NSW
Strategies	<p>1. Develop marketing programs to enhance & promote the awareness of, & achieve added recognition of, basketball as the family sport of choice in NSW</p> <ul style="list-style-type: none"> • Drive & add value to the existing BNSW brand, products & “Stickman” logo in member Associations, schools & the community • Drive & add value to the existing Aussie Hoops learn to play program brand & product in member Associations, schools & other providers • Establish a BNSW marketing program that can be shared with member Associations emphasizing basketball as the sport of choice for the whole the family • Work jointly & co-operatively with Basketball Australia to maximize the value & impact of the new BA marketing & branding initiatives in NSW • Review & develop policies to allow the effective management of multiple basketball branding in the marketplace in NSW to reduce confusion & emphasise efficacy, quality, consistency, prominence & efficiency. <p>2. Research & analyse the needs, desires & enthusiasms of the NSW Basketball community & the sporting community generally to help BNSW with the effective development of new basketball products & programs, particularly competitions</p> <ul style="list-style-type: none"> • Conduct research & report program to identify the needs, desires & enthusiasms of the NSW Basketball community & the sporting community generally • Assist BNSW staff to develop & promote new basketball products & programs, particularly competitions • Monitor & evaluate the performance & efficacy of all the new product programs <p>3. Develop a BNSW strategic marketing plan & assist member Associations to adopt successful marketing strategies</p> <ul style="list-style-type: none"> • Develop a BNSW strategic marketing plan • BNSW to provide Associations with guidance & support in their marketing programs to better market the sport & secure sponsors • Ensure the inclusion of a strong emphasis on basketball in schools in the marketing program, creating effective strategies for increasing the impact of basketball in schools • Encourage & create enabling programs for cross-branding, promotional & support programs between BNSW, its member Associations, BA & NSW based National League basketball clubs to ensure Basketball is consistently promoted & supported from the elite levels right through to the “grass roots” • Develop a sponsorship support & revenue growth committee containing suitably experienced & qualified persons • Develop strategies & actions for BNSW & member Associations to take advantage of the Beijing Olympics to enhance marketing, branding, sponsorship & member growth <p>4. Review & enhance the efficacy of the BNSW web site & member Association web sites</p> <ul style="list-style-type: none"> • Improve efficacy of communication via web • Increase interactivity of web sites • Improve efficiency & presentation of web sites • Make web sites more attractive to youth • Provide members only areas on web to add value to membership
Success Measure	Successful development & implementation of a BNSW strategic marketing plan.



Strategic Pillar 6 – Critical Success Factor 6: Performance Pathways 2008 - 2012

Objective	Basketball NSW will provide clear pathways & opportunities for participants from introductory development & identification programs through to high performance programs in NSW & will be seen as a leader of excellence in player, coach, referee & technical official development
Strategies	<p>1. Review, consolidate & strengthen BNSW development & identification programs & high performance programs</p> <ul style="list-style-type: none"> Review the ASC Report into High Performance Pathways in Basketball in Australia. Assess BNSW's position & response & develop suitable action plans Develop, negotiate & establish written agreements with NSW Sports High Schools & Private Schools for establishment of endorsed high performance programs that integrate with & support BNSW high performance programs Review BNSW role in the NSWIS basketball program at the end of the current quadrennial program. Consult with NSWIS & BA before deciding on future strategic & operational roles of BNSW in the next NSWIS quadrennial plan & program Establish written agreements or MOU's with all NSW National League clubs for the identification, support & development of NSW youth players, clearly linking them to NSW to high performance programs & pathways <p>2. Provide "best practice" player, coach, referee & technical official education & development in NSW</p> <ul style="list-style-type: none"> Ensure BNSW coach, referee & technical official education programs reflect curriculum, processes & policies as advised by BA, ASC, NCAS & NSW Sport & Recreation Review & revise current official education & development programs as required Review & revise current player education & development programs as required Promote & support the delivery of "best practice" player, coach, referee & technical official education & development programs in member Associations, schools, tertiary education institutions & other appropriate community groups. Provide workshops designed to improve the knowledge, skills & performance of BNSW member Association's development officers & volunteer officials <p>3. Provide expertise & support for a BNSW participation growth strategies & assist member Associations to adopt & implement successful participation growth programs</p> <ul style="list-style-type: none"> Assist in development a BNSW strategic participation growth strategies BNSW to provide member Associations with education, resources, guidance & support to develop & implement their strategic participation growth programs BNSW to provide other stakeholder organisations with education, resources, guidance & support to develop & implement programs to grow basketball participation in their organisations Participate in the BNSW Aussie Hoops/Learn to Play review, contributing expertise to the analysis & to the development & delivery of enhanced strategies, programs & resources
Success Measure	At least 60% of BNSW high performance (State Representative) teams finish in top four at National basketball Championships each year. Number of players participating in AH/LTP programs in NSW increases by at least 5 % each year. At least 150 new Level O coaches & 80 new Level 1 coaches are certified in NSW each year. Referee education & development programs achieve similar increases. The pool of qualified technical officials in NSW increases each year.



Strategic Pillar 7 – Critical Success Factor 7: Innovation 2008 - 2012

Objective	Basketball NSW will lead the development of innovative programs for its member associations & individual members. NSW will be recognized as the most innovative State in basketball in Australia & an innovation leader across the sports industry in Australia
Strategies	<p>1. Establish a program of innovation in the BNSW competitions area.</p> <ul style="list-style-type: none"> • Introduce to BNSW a program of systematically reviewing, evaluating, revising & enhancing existing competitions programs on a regular basis • Introduce to BNSW a program of developing & implementing new competition products, formats and programs for use by BNSW, its member associations, stakeholders & the basketball community
	<p>2. Establish a program of innovation in the BNSW financial revenues area.</p> <ul style="list-style-type: none"> • Support the development of a strategic business development plan encouraging consistent growth in alternate sources of revenue for BNSW other than member registrations • Encourage & support member associations to actively develop growth in alternate sources of revenue other than membership & game fees • Support the BNSW Marketing, Branding & Commercial Division to develop & implement programs & establish & manage business relationships that will result in growth in alternate sources of revenue for BNSW • BNSW will invest in projects designed to create revenue income from new & alternate sources for BNSW
	<p>3. Establish a program of innovation in the registration system & IT support area for BNSW & its member Associations</p> <ul style="list-style-type: none"> • Seek ways to simplify & improve the efficiency of the registration system • Seek ways to provide improved software & hardware to support member association's administrative, communications & registration systems • Seek methods to give all individual members registering anywhere in NSW, easy access to a BNSW online internet registration service. • Seek new, ethical & innovative ways to utilize the data collected within the BNSW registration system to support & enhance the sport of basketball & its growth & development.
	<p>4. BNSW to become a leader in the sports industry in establishing & supporting programs of environmental responsibility</p> <ul style="list-style-type: none"> • BNSW to lead the way in conducting a "carbon footprint" analysis for basketball in NSW for BNSW & its member Associations • BNSW & its member Associations undertake a feasibility to study to examine the economic & organizational implications of moving towards becoming either one of the first "net carbon neutral" indoor sport in Australia, or alternatively, one of the "lowest net carbon impact" indoor sport in Australia
Success Measure	Each year, at least one innovative new or improved & enhanced program, initiative, process or system will be introduced in each of the 8 Strategic Pillar (Critical Success Factor) areas by BNSW



Strategic Pillar 8 – Critical Success Factor 8: Governance & Accountability 2008 - 2012

Objective	Basketball NSW will perform at “best practice” level in meeting its governance & accountability obligations, with clear & transparent policies & compliance with all its legal & moral obligations & will assist its member Associations to also achieve the same standards
Strategies	<p>1. Facilitate “best practice” governance & operations within BNSW</p> <ul style="list-style-type: none"> • Review the current BNSW Constitution to ensure compliance & relevancy • Review & revise if necessary, the current BNSW Board structure & role • Ensure all BNSW management practices are compliant with all legal & ethical obligations by conduct of annual review • Review BNSW management team accountabilities & KPI's • Review current BNSW management programs & staff performance criteria • Ensure review of progress of the BNSW Strategic Game Plan & Strategic Committee Action Plan is a part of every BNSW Board meeting • Ensure availability of the BNSW Strategic Game Plan 2008-12 to all member associations & stakeholders • Ensure BNSW Annual Report to members is transparent & meets all legal standards of reporting <p>2. Develop a plan to improved governance, accountability & operations within BNSW member Associations</p> <ul style="list-style-type: none"> • Conduct two annual strategic planning workshops for BNSW member Associations • Provide operational workshops & association support visits to improve administrative, financial & registration management processes at BNSW member Associations • Provide advice & assistance to individual BNSW member Associations regarding specific governance & accountability matters • Encourage BNSW member Associations to adopt the BNSW Strategic Game Plan 2008-12 & the 8 Strategic Pillars as key components of their Strategic Planning & Business Operations processes
Success Measure	BNSW Strategic Game Plan 2008-12 is available to all member associations & stakeholders. Annual review confirms all BNSW management practices are compliant with all legal & ethical obligations & BNSW Annual Report to members meets all legal standards of reporting & BNSW transparency goals

