



# Strategic Plan 2007–2010

*“To lead Basketball to become a top four sport in New Zealand”*



# Introduction


Basketball New Zealand is the National Sporting Organisation that coordinates promotes and protects the game at all levels in our country. We are active from grass roots to the international arena, and are responsible for all aspects of the sport. The growth of the game in New Zealand has accelerated in recent times and necessitates prioritising to ensure future growth is specific and sustainable. Our success on the international stage is a reflection of our achievements within the basketball community at home and our challenge is to work with all our stakeholders to stay ahead of the competition.





# **Background - Basketball New Zealand Achievements**


Over the past 4 years BBNZ has made significant progress .....

- Ongoing development of Association capabilities through FDO programme
  - Increased participation at all levels
  - Increased and diversified revenue streams
  - Improved relationships with key stakeholders (SPARC, associations etc)
  - Successful investment in High Performance and profile for national teams
  - Key appointments and greater influence with international federation (FIBA)
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## **Background – Current Environment in New Zealand**

There are challenges facing our sport that have the potential to adversely impact on basketball.....

- Increased competition from existing and developing sports
  - Fewer school children becoming active in sport
  - Increased burden that user-pay sports impose on lower socio-economic families
  - Change in criteria for high performance funding and support
  - Reduction in Gaming Trust income and consolidation of the sector
  - Risk to corporate sponsorship as New Zealand based corporates move overseas
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# **Basketball New Zealand Game Plan 2007-2010**

## **VISION**

To Lead Basketball to become a top four sport in New Zealand





# **Basketball New Zealand Game Plan 2007-2010**

## **MISSION**

**Growing Participation and Creating Winning Teams**





# Our Values

We are servants of the game of Basketball in New Zealand.  
To achieve our goals we must hold strong values and exhibit best-practice behavior.

## **We Will:**

**Be Professional**  
**Display a strong work ethic**  
**Communicate effectively**  
**Be honest and display integrity**  
**Provide Leadership**  
**Be Accountable**  
**Show Respect**  
**Have Fun**



# Strategic Priorities

We have considered our internal and external environment and have identified four strategic priorities. These are the goals that will help us achieve our Vision and Mission over the next four years.

**BBNZ needs to:**

**Enhance Community Basketball**  
**Build Successful Relationships**  
**Succeed in the game**  
**Manage the business**


**Strategic objectives and measures**

The objectives are what we will measure to show us that we are on the way to achieve our goals



# **Goal 1 – Enhance community Basketball**

To ensure we are successful in our other goals, a successful relationship with community basketball organisations is critical. Associations are the central point of contact in their communities. BBNZ needs to ensure that our Basketball Associations are viable in the long term. The associations need to be delivering quality programs and pathways for all participants. BBNZ needs to provide on-going support and guidance to ensure that the community basketball associations continue to improve and grow. At the moment BBNZ cannot implement education and training programmes without community basketball organisations and BBNZ derives revenue through Associations.



# Goal 1 – Enhance community Basketball

	SUCCESS MEASURES			
	2007	2008	2009	2010
Objective 1 – Review the Membership Structure of Basketball in New Zealand.	Carry out additional research Canvass opinions from associations Reward growth in membership	Implement membership scheme	Review and improve Membership scheme	Review Role of Field Development Officers
Objective 2– Assist Community Associations to provide Effective Management - Ensure all <i>target</i> associations have capable systems and structures to administer basketball in their communities	Develop tiered Association Management Plan	80% of Associations meet objectives of the Plan	Review Association Management Plan	90% of Associations meet Management Plan
Objective 3 – Participation levels increase through effective management at Association level	Agree number of participants playing Basketball in NZ from Association numbers Set targets with associations	Participants up by 10%	Participants up by 10%	Review Target Level

# Goal 1 – Enhance community Basketball

	SUCCESS MEASURES			
	2007	2008	2009	2010
Objective 4 – Implement the Basketball Database	Deliver Training for targeted Associations All BBNZ Program Participants entered onto the system	Full coverage of FIBA organizer All tournament entries via FIBA Organiser	Full coverage of FIBA organizer All tournament entries via FIBA Organiser	Full coverage of FIBA organizer All tournament entries via FIBA Organiser
Objective 5 – Build relationship with New Zealand Schools	Plan Basketball Programme for Schools	Implement Basketball Programme in Schools Implement training college coaches programme	Implement Basketball Programme in Schools Implement training college coaches programme	BBNZ programme is implemented in all NZ Schools
Objective 6 – Develop Tournament Calendar	Develop a 3-yr Plan Implement the Calendar	Implement the Calendar	Review Calendar	Approve New 3 year Plan for Calendar
Objective 7 – Facilitate Participation: Maximise the number of teams participating	Establish the Benchmark Review tournament make up	Increase percentage of Teams Playing by 10%	Increase percentage of Teams Playing by 10%	Increase percentage of Teams Playing by 10%

# Goal 1 – Enhance community Basketball

	SUCCESS MEASURES			
	2007	2008	2009	2010
Objective 8 – Standardise the “look and feel” of Basketball competitions	Implement the Hosting Agreement (provide training to Associations)	Continuous improvement in tournament hosting	Review events manual. Refine where necessary	All championships look the same, meet the same quality standards 90% success rate (participants)
Objective 9 – Ensure equal opportunities for participation by all	Plan “No Exceptions” integration into all association-based activities	Implement “No Exceptions” integration at Associations level	Implement “No Exceptions” integration into BBNZ Tournaments	Review “No Exceptions” integration – 50% of all Associations fully integrated

## Goal 2 – Build successful relationships

BBNZ has identified that building successful relationships with key stakeholders is a vital activity for the next four years. BBNZ has a range of key stakeholders, both *internal* (i.e. Board, staff and personnel<sup>[1]</sup>) and *external* (such as funders, sponsors, member associations, leagues, players, coaches and officials) who are described in terms of their relationship with BBNZ as either sporting or commercial.

BBNZ has prioritised developing a Stakeholder Management Plan as a tool in helping the association to both identify and strategize relationships with stakeholders. BBNZ has limited resources and must prioritise building those relationships that will assist the Vision to be achieved. BBNZ's relationship with basketball associations is a critical one (to achieving greater levels of participation in basketball), which is why it is included as a distinct goal instead of included within this Goal.

The emphasis for this Goal is on “strengthening the relationship” which requires regular dialogue with key stakeholders at all levels (Board to Board / CE to CE / operations to operations), shared information and partnering where possible. Another key challenge for the Board and management will be managing relationships in a manner that is consistent with BBNZ values, and will require everyone at BBNZ to adopt, promote and “live” the values. BBNZ expects that if the organisation succeeds at this Goal, it will generate resources for the organisation – revenue from greater sponsorship, more government support and greater participation by associations and others involved in the game of Basketball.

[1] Personnel includes BBNZ contracted players, coaches and officials

# Goal 2 – Build successful relationships

## Successful External Relationships

	SUCCESS MEASURES			
	2007	2008	2009	2010
Objective 1- Planning for Successful Relationships	Stakeholder Management Plan	Review Stakeholder Management Plan	Survey Key Stakeholders	Review Stakeholder Management Plan
Objective 2 – Build relationship with Key Funders	Identify List of Funders and funds provided by: ➤Govt Agencies ➤Sponsors ➤Private Trusts	Increase Funding by SPARC Gaming Trusts	Increase Funding by 10%	Increase Funding by 10%
Objective 3– Increase sponsorship across all properties: Basketball New Zealand; Tall Blacks, Tall Ferns, NBL, Tournaments , Promotions, Referees, WNBL and Community Associations	Obtain A New League Sponsor	Sponsor for Tall Ferns Sponsors across selected programmes	2 Sponsors for Tall Blacks and the Tall Ferns Sponsors across selected programmes	Multiple Sponsors for Tall Blacks and the Tall Ferns Series Sponsor Sponsors Across all Programmes
Objective 4 – Increase Media Exposure	Finalise Broadcasting Agreement (TV)	Grow the audience Web casts	Increase coverage of NBL Televise offshore national events	Revenue for Broadcast Rights

# Goal 2 – Build successful relationships continued

## Successful External Relationships – Sporting

	SUCCESS MEASURES			
	2007	2008	2009	2010
Objective 5 - Build the relationship with other Basketball Organisations: ➤ FIBA / FIBA Oceania ➤ Basketball Australia ➤ Franchises ➤ Breakers ➤ Wildcats	Establish management meetings to achieve: ➤ Regular dialogue ➤ Shared Information ➤ Partnering	Regular dialogue Shared Information Partnering	Regular dialogue Shared Information Partnering	There is Evidence of Partnerships in Practice / Increased Leverage and opportunities for NZ Basketball

# Goal 2 – Build successful relationships continued

## Successful External Relationships – Sporting

	SUCCESS MEASURES			
	2007	2008	2009	2010
Objective 6 – Build the relationship with other Sporting Organisations				
NZOC	<ul style="list-style-type: none"> <li>➤ Establish appropriate level for meetings (formal &amp; Informal)</li> <li>➤ Regular dialogue</li> <li>➤ Partnering</li> </ul>	<ul style="list-style-type: none"> <li>➤ NZ Participation at Beijing Olympics</li> </ul>	<ul style="list-style-type: none"> <li>➤ Review Olympic performance</li> <li>➤ Maintain strong working relationship</li> </ul>	<ul style="list-style-type: none"> <li>➤ Maintain strong working relationship</li> </ul>
NZAS	<ul style="list-style-type: none"> <li>➤ Establish appropriate levels of dialogue</li> <li>➤ Benchmark Carded Athlete numbers</li> <li>➤ Set BBNZ criteria</li> </ul>	<ul style="list-style-type: none"> <li>➤ Maintain strong working relationship</li> <li>➤ Review carded athlete programme</li> </ul>	<ul style="list-style-type: none"> <li>➤ Maintain strong working relationship</li> <li>➤ Increase carded athletes by 10%</li> </ul>	<ul style="list-style-type: none"> <li>➤ Maintain strong working relationship</li> <li>➤ Review carded athlete programmes</li> </ul>
SPARC	<ul style="list-style-type: none"> <li>➤ Establish Board to Board meetings (formal and informal)</li> <li>➤ Engage at all levels to ensure Basketball is front on mind throughout SPARC</li> <li>➤ Attend minimum 12 seminars</li> </ul>	<ul style="list-style-type: none"> <li>➤ Maintain strong working relationships</li> <li>➤ Renew HP funding with minimum 10% increase</li> <li>➤ Attend minimum 15 seminars</li> </ul>	<ul style="list-style-type: none"> <li>➤ Maintain strong working relationships</li> <li>➤ Renew HP funding with minimum 10% increase</li> <li>➤ Attend minimum 16 seminars</li> </ul>	<ul style="list-style-type: none"> <li>➤ Maintain strong working relationships</li> <li>➤ Renew HP funding with minimum 10% increase</li> <li>➤ Attend minimum 16 seminars</li> </ul>

## Goal 3 - Succeed in the game

International basketball is a rapidly changing and evolving game led predominantly by a European influence. BBNZ must have the ability to be responsive to changes in a nimble and innovative fashion, making the necessary adaptations throughout the NZ basketball community.

To keep pace with our international rivals, to qualify for World Championships/Olympics and to achieve world class performance (top 8), BBNZ must:

- Increase its available resources (financial and human - more athletes/coaches),
- improve the expertise of our coaches and support staff,
- change our existing paradigm from an emphasis on winning to one that focuses on the development of the athlete,
- move to the appropriate training to competition ratios,
- adopt a training and competition structure that allows athletes to play for 12 months
- ensure appropriate team preparation prior to major competitions

The two key priorities for the Organization in the next four (4) years are twofold:

- Coach Education and Development
- The need to re-engineer its current programming towards a systematic talent development programme producing athletes, coaches, support staff and teams capable of achieving world-class success.

Moving forward, BBNZ must assume the leadership role in catalyzing the resources of the NZ basketball community. We must remain committed to our vision and goals and to the actions that will achieve these results. BBNZ must work collaboratively and cooperatively with domestic and international basketball partners and those who support our sport (SPARC, Regional Sport Trusts, Community Trusts, etc).

## Leagues

# Goal 3 - Succeed in the game

	SUCCESS MEASURES			
	2007	2008	2009	2010
Objective 1 – Develop a Strategy to support and co-ordinate all Leagues: ➤NBL / CBL / WNBL / WCBL	Develop League Strategy	Review League Strategy	Review and improve League Strategy	Review and improve League Strategy
Objective 2 – Television coverage	Implement TV time measurements ratings and viewer hours	Viewer hours on TV increased by 10%	Grow TV coverage of NBL by 25%	Viewer hours on TV increased by 10%

## Coaches and Referees

	SUCCESS MEASURES			
	2007	2008	2009	2010
Objective 3– Develop and Implement an Education and Development Framework for Coaches so they can achieve success at an international level	Analysis of existing situation Framework established Development of National Coaching Philosophy	Implement Education and Development Framework Implementation of National Coaching Framework	Mandatory certification for all coach in BBNZ programmes Modular courses extended	All coaches currently participating in BBNZ programmes accredited New - Educated via framework Existing - Refresher course Review Framework

# Goal 3 - Succeed in the game

## Coaches and Referees

	SUCCESS MEASURES			
	2007	2008	2009	2010
Objective 4 – Delivery strategy for referee recruitment and development and the framework for an international pathway	Trail “yellow whistle” campaign to accelerate recruitments Formalise plan for Age-group Development Up skill Evaluators Benchmark Referee Development personnel at association level	Roll out “yellow Whistle” campaign nationally Minimum 75 new registered referees 50% increase in association based referee development officers	Review/Refocus “yellow whistle” campaign nationally Minimum 75 new registered referees 50% increase in association based referees	7 Referees certified by FIBA
Objective 5 – Develop strategy to enable equal opportunities for all in the game	Develop and implement wheelchair coaching module Work with SPARC, Helberg Trust and others to develop “No Exceptions” policy Scope plan to incorporate wheelchair refereeing as part of new ref programme	Refine Wheelchair coaching module Roll out wheelchair referee module	Increase coach and referee wheelchair competencies	Increase coach and referee wheelchair competencies

# Goal 3 - Succeed in the game

## International Success

	SUCCESS MEASURES			
	2007	2008	2009	2010
Objective 6– Develop and Implement Training Programmes to best enable Teams to qualify for the 2008 Olympic Games	New Head Coaches Tall Ferns, Tall Blacks Build competition programmes for 2007-08	Qualify and succeed in the Olympic Games	Qualify for the World Championships	World Championships
Objective 7– Re-engineer the High Performance Programme to increase coach and player interaction (Juniors)	Implement Development Programme Build U17 and U19 programmes	Improve the junior development programme Review development Programme	Lobby FIBA	Better Quality Programmes
Objective 8 - NZ Women's Team participating in the Australia AWNBL	Refine Commercial Model Recruit players & Appoint staff Establish coaching Programme	Establish development programme for emerging players Evaluate first season Refine programme and commercial plan	Establish Coach development plan Development players drafted into squad	Reach AWNBL playoffs Review staff and player roster

# Goal 4 – Manage the Business

	SUCCESS MEASURES			
	2007	2008	2009	2010
Objective 1 – Build the Brand through improved marketing and communication	Finalise Marketing Strategy <ul style="list-style-type: none"><li>➤ Brand</li><li>➤ Promotion</li><li>➤ Communication</li></ul>	Implement and Review Marketing Strategy	Implement and Review Marketing Strategy	Consistency of Products and Services

# Goal 4 – Manage the Business

## Internal Relationships – Strong Governance and Management

BBNZ has set Strategic objectives and Success Measures for 2007 and 2008 only as it is expected that from 2008, an enhanced level of governance will enable these activities to become part of the organisations' business as usual.

	SUCCESS MEASURES	
	2007	2008
Objective 2 – Implementing, monitoring and reviewing Board approved Strategy	<p>Approve 2006-2010 Strategic Plan Develop/Approve Plan on how to implement the Strategic Plan into the BBNZ environment ALL board papers link to strategy / Regular reporting on progress towards achievement of Key Strategic Goals</p>	<p>Annual Review of Strategic Plan By 2010 all Measures met or exceeded</p>
Objective 3 - Develop annual Board Workplan	<p>Develop/Review Annual Board Workplan, include:</p> <ul style="list-style-type: none"> <li>➤ How to implement the Strategic Plan into the BBNZ environment</li> <li>➤ Annual board duties such as signing off annual report, CEO performance review, Board self evaluation and professional development, etc</li> <li>➤ Board/stakeholder activities</li> </ul>	<p>Board annual planning is established as a feature of governance Review of the annual plan becomes part of the Board's evaluation process / linked to Professional Development of the Board and its Members</p>

# Goal 4 – Manage the Business

## Internal Relationships – Strong Governance and Management

	SUCCESS MEASURES	
	2007	2008
Objective 4 – Improve Decision Making through the Quality of Reporting and other papers supplied to the Board	<p>Board provide positive feedback on reporting to the Board (e.g. Board feels up to date with BBNZ financial position)</p> <p>Board paper reporting template adopted</p> <p>Board receives reports on progress against achievement of strategic goals</p> <p>Board papers generally include risk assessment, relevant research references, etc</p> <p>Board interests register and delegations authorities included in each board pack</p> <p>Action Points list accompanies Board meeting minutes</p>	<p>Board provide positive feedback on reporting to the Board</p>

# Goal 4 – Manage the Business

## Internal Relationships – Strong Governance and Management

	SUCCESS MEASURES	
	2007	2008
Objective 5 – Ensure BBNZ has a sustainable future	Meet reserves target of 5%	Meet reserves target of 5%
	Board Approve Succession Plan ➤ Board (President / Vice President) ➤ CE / Management / Key Staff	
Objective 6 – Build the Governance / Management Relationship	Hold a Team Building session (social / joint training)	Annual Board and Management Training or Planning Meeting
	Board and Management review Strategic environment and the Strategic Plan annually	Board and Management review Strategic environment and the Strategic Plan annually
Objective 7 – Values and Behaviors	Communicate Values All BBNZ Board members, Management, Staff and Personnel are aware of BBNZ values	There is evidence that the Values are visible and “put into practice by” Board, staff and external parties
Objective 8 – External Review		External Review of Governance and Management is positive / SPARC capability assessment increases

# Appendix 1 – Key Stakeholders

<b>EXTERNAL</b>	<p><b>COMMERCIAL:</b> Funders – Sponsors, Community Trusts (Scotswood), Government Agency, Academy of Sport Media – TV, Print, Web Teams – Breakers Venue Owners General Public (audience / fans) Suppliers (physios, medical, uniform)</p> <p><b>SPORTING:</b> Community Associations / Association Executive - (CEO's/Secretaries, Presidents/Chairmen) Player Base / Parents and Families Coaches &amp; Referees National Teams NBL / WNBL - Franchises Regional Basketball Entities Global Basketball Entities (FIBA) Regional Sporting Organisations (2) / Regional Sports Trusts (17) National Sporting Organisations (i.e. Rugby, Volleyball, Netball, Cricket, League, Soccer), SPARC, NZ Sports Academies, NZ Secondary Schools Sports Council, NZ Olympic Committee (NZOC) Schools / the wider community</p>
<b>INTERNAL</b>	<p><b>BOARD:</b> President to Board / Board to Board President to CE Board to Operations</p> <p><b>OPERATIONS:</b> CE / Management Management / Management Management / Staff Staff / Staff</p> <p><b>PERSONNEL:</b> Contracted Players, Contracted Coaches / Contracted Officials</p>



# BASKETBALL

NEW ZEALAND



## QUESTIONS