



STRATEGIC PLAN 2020 – 2024

Introduction

Basketball in Hawke's Bay has enjoyed a period of growth for the last few years and this plan aims to provide a framework for activity to keep driving the sport over the next four years.

At the heart of the plan are young people and what they need so that physical activity becomes something they will do for the rest of their lives. Hawke's Bay Basketball wants basketball to be a sport through which young people grow and realise their dreams. Starting with a fantastic introduction to the game at primary school level and progressing through a vibrant pathway providing quality experiences delivered by well supported coaches, managers, officials and clubs.

Basketball has the ability to engage and unite communities in low socio-economic areas. It also has the potential to be one of the most inclusive and a key focus of this plan is building a system so that no-one misses out.

Getting started in Basketball is easy – all that's needed is a ball and hoop. The accessibility of the sport links into the social value of the game, and with minimal barriers to basic participation, the sport can be innovative where indoor space is limited. Growing urban basketball, encouraging the expansion of the club network, and growing participation in the outdoor game and other flexible formats will ensure the organisation can keep meeting demand.

With increasing demand comes challenges. The organisation is heavily reliant on a strong volunteer base to make things happen. As participation grows so must the support of the volunteer base. Volunteers need to keep loving what they do and so the provision of upskilling opportunities, shared learnings, and access to information will be key to encouraging more volunteers to become a part of the basketball community.

Advocating for access to quality facilities is more important now than ever, and during the next four years the organisation will steadily keep building the case supporting stakeholders with further investment in the provision of quality indoor facilities.

The four standout priorities to address for the sport over the next four years are:

1. Addressing the number of quality coaches to support the game – from quality playing experiences at a local level to developing players to participate at competitive level.
2. Strengthening relationships between clubs and schools and growing great partnerships to achieve a greater consistency and depth in the sport throughout the region.
3. Tackling the under-representation of women and girls, people with disabilities, and adults in general.
4. Creating a more stable environment for basketball, and growing a strong positive community profile so that we can leverage broader opportunities for investment.

This strategic plan has been designed as an overview document for a wide audience and other stakeholders who can benefit from - and contribute to - the game. There are four main strategic pillars to grow people, participation, talent and to be an effective governing body.

With clear direction provided by this plan, annual and delivery plans will subsequently flow – creating the opportunity for much greater communication and Basketball to secure it's position as the number one sport of choice in region.

From the General Manager



On behalf of the Basketball Hawkes Bay Board I am excited to present the strategy for basketball in Hawkes Bay 2020 – 2024.

Firstly it is important we recognise the many community basketball champions for whom we would not be in such a strong space to launch this ambitious strategy. Schools, clubs, coaches, officials, and administrators have played a key role in our growth to this point.

'Challenging the future' has been a mantra during the build of the strategy. Through consultation with our basketball champions we have been brave in challenging the way we do things. To build a strong infrastructure for the community game in a time of unrepresented growth is paramount. Improving the overall experience at all levels of competition and engagement is just as vital to maintain players.

This need is strongly linked to what is a new era for community sport as Sport New Zealand begin to roll out the Balance-is-Better programme. Bringing back the fun for youth sport and attacking the myths around specialisation, the focus on winning and childhood success leads to adult success. This is an area basketball will need to embrace and is reflected in our strategy. Ensuring players to not drop out and transition into the adult game is paramount and will need to be reflected in our attitudes to delivering the game.

We also look forward to driving more resource into inclusion, coach development and long-term player development and pathways.

I would like to thank Tina Haslett, Sport Capability Manager at Sport Hawkes Bay for playing a major role in building this strategy.

*Chris McIvor
General Manager*

OUR VISION : Basketball in the heart of every community

OUR PURPOSE : To lead the growth and success of Basketball in Hawke's Bay

S T R A T E G I C F O C U S	OUR PEOPLE	COMMUNITY BASKETBALL	PLAYER DEVELOPMENT	OUR BUSINESS
	Our Aspiration To cultivate an environment where people thrive through Basketball.	Our Aspiration Basketball is recognised by all local communities as the sport which is strongest in their immediate neighbourhood.	Our Aspiration To develop a strong framework for our talent system and for more players to have quality experiences in the performance environment.	Our Aspiration Our aspiration is to improve our ongoing financial stability and ensure that Basketball Hawke's Bay continues to lead our sport and invest in supporting delivery at a local level.
	Outcome Basketball offers the experience people are looking for.	Outcome There is plenty of opportunity for people to enter and develop to the level of their choice.	Outcome Hawke's Bay has a pool of players who succeed regionally and nationally.	Outcome Effective governance and an increase in the number of partners investing in the growth of Basketball in Hawke's Bay.
	Priority Focus Areas 1. Grow Coaches 2. Develop People Inform, Train, Support 3. Partner with Officials & Referees	Priority Focus Areas 1. Retain and grow participation 2. Diversity and Inclusion 3. Community-wide focus 3. Grow and Support the Basketball community	Priority Focus Areas 1. Youth Focus 2. Build a strong talent system 3. Performance	Priority Focus Areas 1. Governance 2. Partnerships 3. Facilities 4. Finance 5. PR and Marketing
	Success will mean More people choosing Basketball.	Success will mean There is consistency of Basketball throughout the region.	Success will mean More players inspiring our basketball community .	Success will mean We are a secure resilient organisation with greater ability for long term planning.
V A L U E S	Inspire	<i>Poipoia te kakano, kia puāwai</i>	Nuture the seed and it will blossom	
	Engage	<i>Ko te ahurei o te tamaiti arahia ō tātou mahi</i>	Let the uniqueness of the child guide our work	
	Inclusion	<i>He waka eke noa</i>	We're all in this together	
	Teamwork	<i>Ma tini, ma mano ke rapa te whai</i>	Many hands make light work, unity is strength	

OUR PEOPLE

Our aspiration is to cultivate an environment where people thrive through Basketball.

We believe that our objectives in this pillar will position Basketball as the sport of choice in Hawke's Bay.

We're seeking this position because we believe that Basketball offers the experience people are looking for.

It has the capacity to positively influence all levels, abilities and communities.

It's our intention to realise this capacity and to bring this experience to life in the next 4-year period.

1. Grow Coaches

We will grow coaching year on year. We'll develop a framework and a strategy that focuses on increasing the number of people new to coaching, growing the quality of our coaches, and retaining this workforce through a program of learning and development opportunities aligned with national outcomes for youth sport.

2. Develop People

We will invest in educating staff, parents, teachers, coaches, administrators, officials, managers and volunteers to advocate for behaviours throughout the Basketball community that will support Basketball to become the number 1 sport of choice in Hawke's Bay.

3. Partner with Officials and Referees

We will grow a partnership with Basketball Officials Association and prioritise support that raises the profile of basketball officiating, promotes the development of officials within schools and local programs, and recognises the importance of their role as an essential component of our regional basketball system.

SUCCESS WILL MEAN

Basketball is recognised as an activity through which people can thrive personally and professionally.

People love being involved in delivering basketball and we have quality coaches at all levels.

Our Hawke's Bay coaching program is recognised for its' success in growing quality Basketball coaches.

There is a strong collaborative relationship between BBHB and BOA, both organisations work together to deliver quality basketball experiences

OUR PEOPLE

STRATEGIES TO ACHIEVE OUR OBJECTIVES

Success Indicator

Success will Mean

1 Grow Coaches

i Coach Pathway

Develop a coaching pathway aligned to BBNZ and tailored to allow people to easily enter coaching and enjoy the experience
Ensure the coaching pathway is clearly defined communicated, understood and promoted throughout all levels of the community
Benchmark our current coaching numbers along the pathway and aim for 10% increase year on year.

A Coaching framework depicting the pathway is produced
An activity plan aligned with this framework is produced

People stick up their hand to coach and we have quality coaches at all levels.

ii Coaching Environment

Create a networking environment that encourages knowledge sharing, collaborative learning

Engagement with Sport Hawke's Bay as a partner in our strategy to Grow Coaches

Coaches are retained and we have plenty of great coaches

iii Coach Resources

Research, develop and distribute resources to encourage best practice and continuous learning

Delivery of Good Sports training to all our Coaches

We have a vibrant Basketball coaching system

iv Coach Developers

Engage with partner organisations and develop a strategy to grow our pool of coaches equipped with the skills to coach coaches.

We have coaches coaching coaches

2 Develop People

i Educate

Adopt the principles of Balance Is Better to ensure that player welfare is at the heart of all that we do

Delivery of Good Sports information throughout our community

ii Train

Ensure that all people connected to Basketball have access to simple effective information and training in the areas of:
Inclusion, Diversity, Integrity and Child Protection

Annual Training calendar is produced

Player welfare is at the heart of all we do and physical literacy principles are embedded in our Basketball Community

iii Support

Support parents to understand the behaviours in Basketball that are recognised as leading the sporting community

Messaging campaigns are rolled out throughout the year

3 Referees and Officials

i Strengthen our connection with BOA

Strengthen the link between BBHB and BOA and establish agreement for regular engagement at the governance level

BBHB and BOA representatives are attending each others meetings

There is a strong collaborative relationship between BBHB and BOA, both organisations work together to deliver quality basketball experiences

ii Establish shared visions

Work to understand each others visions and develop a plan to support each other to achieve those visions

A schedule of shared activities is developed and progress feeds back to BBHB Board meetings

iii Permanent Positivity

Campaign relentlessly to encourage positive behaviours in basketball that supports Basketball officials to love what they do

COMMUNITY BASKETBALL

Our aspiration is that Basketball provides families throughout Hawke's Bay Communities with a fun, safe, quality environment for people of any age and ability to play

Our objectives in this pillar underpin our strategy for Basketball to be recognised by all local communities as the sport which is strongest in their immediate neighbourhood.

We want Basketball to be recognised in this way because we believe strong local recognition will generate support for participants to pathway from local urban and rural communities to the highest level of their choice.

1. Retain and Grow Participation

We will continue to grow the numbers participating in local basketball by increasing the opportunities to enter and stay in the game, strengthening our relationships with schools and clubs and clearly defining the pathways for people of all abilities to enjoy the sport with a particular priority on people with disabilities.

2. Community-wide focus

We will aim to grow Basketball as the community game by concentrating our efforts in places where Basketball can play a positive role in achieving greater community wellbeing and we will focus on building a system that includes training and support to local associations to make their roles simpler and more efficient

3. Grow our Support to the Basketball Community

We will build a system of support services that enable member organisations and associations to deliver best practice levels of service catering for tamariki, rangitahi, and adults.

SUCCESS WILL MEAN

There is plenty of opportunity for participants to enter and develop to the level of their choice.

There is depth in Basketball amongst participating schools.

Competition structures invigorate participation and competitions are more evenly contested.

Basketball has a strong network of clubs providing quality Basketball opportunities aligned with the needs of their local schools and immediate communities.

There is better consistency of Basketball throughout the region.

Basketball is inclusive and there is greater diversity throughout the sport.

No one misses out.

COMMUNITY BASKETBALL

STRATEGIES TO ACHIEVE OUR OBJECTIVES

STRATEGIES TO ACHIEVE OUR OBJECTIVES				Success Indicator	Success will Mean
1	Retain and Grow Participation				
	i	Basketball in Schools			
		Primary Schools			
		Mass scale participation - Grow the number of young people playing basketball in schools and participating in miniball experiences		Requests from Primary schools for Basketball delivery. Increasing number of schools with the capacity to deliver basketball.	There is plenty of opportunity for all children to experience the game in playful and fun settings
		Provide and grow the access to a fundamentals programme in primary schools with links to fun based competitive experiences			
		Secondary Schools			
		Facilitate approaches to improving the focus and presence of basketball in the secondary school environment		Increasing number of secondary schools engaging BBHB to support them to grow their BB development programs.	More secondary schools with quality basketball programs and greater depth in secondary basketball.
	ii	Visible Pathways			
		Clearly define and communicate the pathway to enter, enjoy, participate and stay in the game			
		Make it easy to embed the basketball pathway within promotion/information to schools, partents, clubs, and tertiary organisations		Numbers engaging in Basketball flow through into Formal and Informal playing opportunities	Basketball pathways are easy to promote for schools and community groups
	iii	Complimentary Club Partnerships			
		Focus on building partnerships with organisations where there is the opportunity for us to take the basketball offering to more people.		Partnerships are being formed with existing local sports clubs	Basketball is being offered to more people
	iv	School - Club Transition			
		Strrengthen School Club Links		Schools and Clubs engaging collaboratively to increase the opportunities for children to play basketball	There is clarity between School and Club competitions
		Facilitate an active school/club link partnership that maximises the opportunities for children to engage and enjoy Basketball			
	v	Competition Structures and Competition Experience			
		Review our competition structures and shape them in response to the needs of Young People as they develop from grass roots through to elite level basketball		Consultation is occurring with the Basketball community to identify and implement structures appropriate to demand	No one misses out on participating in quality competition experiences
		Track player numbers in school and club programmes and review restrictions where required give the game accessible. Communicate data and discuss within the basketball community. Survey schools annually to clarify capability.			
	vi	Women and Girls			
		Increase participation among females 12 - 18yrs through innovation with programs such as Girls 3x3, and Girls Got Game campaigns		Girls Got Game campaign is introduced into Student Leader Programs at 5 schools throughout the region	We grow the female game, and more females are physically active through Basketball
	vii	Adaptive Basketball			
		Inclusion		Basketball Hawke's Bay develops, adopts and implements a policy for people with disabilities to participate in Basketball.	
		Partner with Sport Hawke's Bay to develop an approach that addresses the under-representation of people with disabilities in Basketball, including a focus on Inclusive Coaching.			
		Basketball opportunity		A regional strategy for adaptive basketball is produced	Basketball is inclusive and there is greater diversity throughout the sport
		Develop and deliver initiatives that increases the opportunity for people with disabilities to participate in Basketball. Prioritising:			
		Wheelchair basketball			
		Adult social leagues			
		Children aged 5 - 18yrs			

2 Community-wide focus			
i	Urban Communities Engage with identified urban communities to raise the profile of basketball and enable local stakeholders to take the lead in raising community wellbeing and connectedness through Basketball	Local initiatives happening in local spaces within Maraenui, Flaxmere and Tamatea	Basketball assists to raise community well being in areas of deprivation
ii	Rural Communities Strengthen links and build strong relationships with stakeholders in rural communities so that the delivery of Basketball is consistent throughout the region. Focusing on Central Hawkes Bay and Wairoa	Engagement with stakeholders in rural communities supporting them to build their basketball system	There is better consistency of Basketball throughout the region
iii	The Outdoor Game Innovate to position Basketball as a leading sport played informally in both indoor and outdoor settings.	More hoops in more spaces in more places	Basketball is everywhere
3 Support for the Basketball community			
i	Develop Resources Develop a resource library to support clubs, and associations access to information and increase their capacity to deliver Basketball	Online resource library is made available to member organisations	The delivery of basketball is consistent throughout the region
ii	Training and Education Deliver training and education to improve club and association capability so that they can effectively manage core activity <i>including quality club mark programme and quarterly club capability workshops</i>	Training needs are identified and a training calendar is produced	
iii	Adult Leagues Grow the adult game through a variety of community-led social and competitive opportunities	Increasing number of teams participating in adult leagues	
iv	Member Clubs Undertake an exercise to investigate a club affiliation model in order to optimise participation Promote the growth of the Club Network	A proposal for an affiliation model is produced	There is a strong relationship between Basketball Hawkes Bay and Member Clubs

PLAYER DEVELOPMENT

Our aspiration is for more players having quality experiences. We want to develop a strong framework for our talent system so that Hawke's Bay has a pool of players who can and do succeed regionally and nationally.

We want to significantly increase the number of players accessing and progressing through a regional talent system with a high-quality experience. It's important that we work towards creating the environment for players to have dreams and the ambition to play to a high level. We recognise that FUN is the critical ingredient in keeping youth in the game and reducing drop off, and that we must be responsive to understanding what that means from a youth perspective, adapting accordingly, and influencing our community to all be on the same page.

Our objectives in this pillar will guide us to establishing a regional talent system ensuring that we are meeting the demand for our sport and that all players have the opportunity to perform. We're aiming to position Basketball as the leading organisations in Hawke's Bay.

The reason we seek this position is to ensure that we attract and grow skilled staff, coaches, administrators and officials to the region.

1. Youth Focus

We will be proactive in understanding the needs of young people and we'll be open to the changes we need to make to ensure young people receive quality experiences irrespective of the level at which they participate.

2. Talent System

We will clearly define and identify the talent system we want. We'll implement an improved player pathway and transition model that is both inclusive and progressive.

Establishment of effective partnerships will ensure the provision of quality training environments, and we'll support our coaches with quality professional development programs.

3. Performance

We will implement a teams' development plan, program, policies and procedures that align to BBNZ performance programs.

SUCCESS WILL MEAN

We are an organisation that is responding to what is important to Youth, we retain our players, we increase female participation at representative levels, and drop off between 16yrs -18yrs is reduced.

We can clearly articulate the player pathway so that all participants truly understand the journey from their local court to high performance.

We retain more players in our talent system, and the opportunity for players to develop their talent is maximised.

Representative teams perform consistently well at regional and national championships.

Local players achieve their aspirations to perform in professional leagues.

We celebrate success as more than just winning.

PLAYER DEVELOPMENT													
STRATEGIES TO ACHIEVE OUR OBJECTIVES											Success Indicator	Success will Mean	
1 Youth Focus													
	i	Build the environment for performance											
		Engage our staff and coaches in conversations that embed a philosophy of working with players for the dual purpose of developing their talent and maximising their participation.									Management reports provide evidence that our staff and coaches are changing their practices in line with providing a balanced approach to developing our players	We are an organisation that is responding to what is important to Youth, we retain our players and drop off is reduced.	
		Keep informed on case studies and resources that support alignment with a balanced approach to youth sport											
		Work collaboratively with schools to keep open minds while identifying talent throughout the teen years											
2 Talent System													
	i	Define the Talent System we want											
		Do the research to clearly define the talent system we want.									Our talent system is published	We can clearly articulate the player pathway so that all participants understand the journey from their local court to high performance.	
		Transform what our talent system looks like currently on paper to a visual representation that aligns with a our player development pathway and which everyone can easily understand.											
	ii	Partnerships											
		Establish effective partnerships with outside/private providers to assist with the provision of quality training environments									Partnership contracts are in place	We retain more players in our talent system	
	iii	Training program											
		Deliver an aspirational training program that will meet the needs of players performing at representative levels									Training programs are full		
3 Performance													
	i	Review our current performance product											
		Conduct a review of all current documentation with regard to selection criteria, development plan, policies, procedures, codes of conduct in relation to representative teams										Representative teams perform consistently well at regional and national championships and we celebrate success	
	ii	Set new standards											
		Engage with coaches and managers in a consultation process to set new standards for our performance program										Representative teams are recognised for their great presentation and set high standards when travelling away from the region. The pride we have for our sport and our region is inspirational.	

OUR BUSINESS

Our aspiration is to improve our ongoing financial stability and ensure that Basketball Hawke's Bay continues to lead our sport and invest in supporting delivery at a local level.

We will invest in the people and programs that make our sport a success. This includes a commitment to best practice in governance and leadership and securing the ongoing financial stability of our organisation through new partnerships and greater diversity of income streams.

We believe our objectives in this pillar will guide us to perform to a high standard across all areas of governance and operations and support us to become recognised as the leading RSO in Hawke's Bay.

We aim to be a great employer supporting our team to engage in continuous improvement, deliver organisational excellence and inspire a culture that underpins a strong positive reputation.

1. Governance

We will implement responsible and progressive governance practices required for supporting our people and for building a strong regional basketball system in Hawkes Bay.

2. Partnerships

We will take the initiative on strengthening our existing relationships with key stakeholders as well as seeking new partnerships that will assist us to realise the benefits the sport has the potential to offer in terms of social capital gains and community wellbeing.

3. Facilities

We will work with our key partners to achieve sufficient, fit for purpose facilities to meet existing and future demand.

4. Finance

We will undertake to identify new income streams and reduce our reliance on grant funding whilst keeping basketball affordable.

5. PR and Marketing

We will grow the positive profile of the sport and support the community capturing their stories and recognising the commitments made by those behind the scenes driving success.

SUCCESS WILL MEAN

The community has confidence in our leadership of Basketball, and we are recognised for positively influencing the growth of Basketball.

We increase the number of partners investing in - and contributing to - the growth of Basketball in Hawke's Bay.

There is increased investment into facilities to cater for the current and future growth in Basketball.

We are a secure resilient organisation with greater ability for long term financial planning.

We have a great public profile and everyone acts together maintaining the integrity of Basketball in Hawke's Bay.

OUR BUSINESS

STRATEGIES TO ACHIEVE OUR OBJECTIVES

Success Indicator

Success will Mean

1 Governance

- i As a Board we will commit to activities that ensures the best leadership for the sport. Focusing on:
 - Engaging in activities that keep us on track with best practice governance methods - eg: Board Healthcheck
 - Implement practices that prioritises the welfare of our employees - HR management
 - Implement the strategic plan, organise regular reviews and communicate progress to stakeholders.

Board healthcheck exercise is identified and agreed to .
Meetings and reporting are all aligned to the Strategic Plan

Our staff and the community have confidence in the leadership of basketball and HBBB is recognised as positively influencing the growth of Basketball.

- ii Strengthen capacity and encourage excellence in our Workforce
 - Continually improve the positive outcomes of staff through greater investment in the enjoyment of their role and overall development
 - Ensure a greater focus on increasing, developing and recognising the volunteer workforce.

All staff regularly connect with, recognise and celebrate the Volunteer workforce

2 Grow Key Partnerships

Strategies to achieve our objectives:

- i Alignment with Basketball NZ
 - Proactively engage on a regular basis with BBNZ and work collaboratively on projects to strengthen HB Basketball
- ii Seek new partnerships
 - Research other opportunities where there may be synergies for investment focusing on:
 - DHB - community wellbeing
 - Sport NZ - women and Girls, Para Sport, Play and Active Recreation
- iii Newtworking with local authorities
 - Develop strategic partnerships with local authorities to ensure facilities meet urban growth

Reporting reflects collaboration on basketball initiatives with BBNZ

We increase the number of partners investing in - and contributing to - the growth of Basketball in Hawke's Bay.

Regular communications on co-designing of innovative initiatives

There is increased investment into facilities to cater for the current growth in Basketball.

We are receiving invitations from TA's for consultation on urban design projects

		Year 1-4	Year 5-6	Year 7-8	Year 9-10	Year 11-13	19-23yo	24+	
Teams	Representative						Tall Blacks & Tall Ferns		
							Hawks NZNBL & WNBL		
				Hawke's Bay U13	Hawke's Bay U15	Hawke's Bay U17/19	Hawke's Bay U23		
						NZ Junior National Team Camps			
	Local Competitions						Elite, Summer/Winter League		
					Social League + 4x4 BizHoops				
					Secondary School Basketball				
					Youth Club Basketball				
Programmes	Selection				Performance Development Programme				
					High Performance Programme				
	Community Experience Extend			Hawke's Bay U11/U13 Development					
				Junior Hawks					
				Horizons Basketball Academy					
Experience			CANI Basketball Academy						
						Holiday Programmes			
				In-Schools Programmes					
		Year 1-4	Year 5-6	Year 7-8	Year 9-10	Year 11-13	19-23yo	24+	