

Basketball Strengthen & Adapt Plan

A hoop in the heart of every community

Growing New Zealanders' love of basketball

Basketball in Aotearoa has experienced strong growth during the last decade with more people playing, watching and becoming fans. Basketball now has a strong foundation to build a sustainable future and foster more quality opportunities for our tamariki and rangatahi.

GROWING PARTICIPATION



INCREASE IN 10 YEARS

Participation trend indicates that

From 2015 to 2019, basketball

the year 2022.

2015

2016

2017

2018

2019

basketball will become the number

one NZ secondary school sport by

participation for those aged 16-64

NZer's aged 16-64 years old played

KIWI HOOPS

PARTICIPATION INCREASES 220%

IN FIVE YEARS

7,185

11,075

14,423

19,190

23,042

increased 146.6% - one in eight

basketball in some form in 2019.

INCREASING STRENGTH

One of only two NZ sports in the top five most popular activities Indian populations.

OF DIVERSITY

For example, record participation at NZ Māori Basketball Tournament in January 2021 - a massive 284 teams.

across all genders and ethnicities. including Māori, Pasifika, Chinese and

OVER 100 KIWI KIDS PLAYING BASKETBALL ON SCHOLARSHIP IN THE US ACROSS NCAA DIVISIONS I, II, III

recreational activity

aged 5-18 years.

in NZ for girls and boys

Kiwis playing NCAA Division I basketball show huge growth in ten years.

AND JUNIOR COLLEGES.

2010/11 SEASON Six players **SEASON**

40 players 21 19

GROWING PRESENCE

Adult basketball participation increased 46% **INCREASE** in last five years.

FAR MORE LIVE BASKETBALL ON OUR SCREENS

in last three years Basketball New Zealand has signed media deals with Sky Sport, Māori TV and STUFF, mainstream media wants more basketball.

Tall Blacks one of only three teams to get all FIBA World Cup pool games broadcast live to viewership of 3 billion! Other two are US and China.





OF NZ NBL MORE THAN IN LAST TWO YEARS

Full NZ NBL seasons now broadcast live. Sal's NBL, plus new Schick 3X3 Cup (men's and women's) and Sal's NBL 18IN18 (women's league) every game broadcast for first time ever in 2020.







THE BASKETBALL STRENGTHEN **& ADAPT PLAN** is the culmination of months of extensive stakeholder consultation and research from across the spectrum of our basketball community.

23 FOCUS GROUPS SIX BASKETBALL ZONES **16 KEY STAKEHOLDER INTERVIEWS**

23 OPPORTUNITIES

for improvement came to the surface from our analysis of all stakeholder feedback, research and data analysis.

13 OF THE 23 OPPORTUNITIES

were identified as potential areas of transformation for further exploration.



40 STAKEHOLDERS

from across the basketball community gathered for a Basketball Think Tank to generate ideas and solutions for potential Transformational Areas.

GROWING FANS



Facebook	Growth	Key growth due to
f @TallBlacks	205% in 2019	FIBA World Cup
f @TallFerns	421% in 2019	FIBA Olympic Qualifying event in Auckland
f anznbl	229% in 2020	Sal's NBL Showdown



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Basketball's Strengthen & Adapt Plan

23 Areas For Potential Transformation

A HOOP IN THE HEART OF EVERY COMMUNITY

A HOOP IN THE HEART OF EVERY COMMUNITY

Improve NZ's basketball infrastructure

To ensure BBNZ & providers have the capability & financial resources to sustainably deliver the game

Expand community basketball

To provide opportunities for all NZer's to participate in & enjoy the benefits of basketball in their community

Shape representative basketball

To shape representative basketball based on a national style of play that capitalises on NZ's strengths

Deliver high performance basketball

To provide the best players the opportunity to represent NZ and excel on the world stage

STRATEGIC PILLARS

IMPROVEMENT OPPORTUNITIES IMPROVEMENT OPPORTUNITIES **Working with** Reaching Strengthening **Basketball for** Voice of the Basketball **Connections to** Structure of the Diversifying Growing the game Spaces Plaver independent people with basketball system wellbeing Participant in schools community clubs to play customer offerings for women & girls providers deprived groups disabilities **HOW AND WHERE CAN WE IMPROVE?** Provide participants Develop a shared Work with other Rebalance the Develop and support Significantly Elevate the Create basketball Help players • Engage in a co- Provide a range Ensure greater with a regular active vision that everybody providers to better basketball offering a healthy community scale up new hoops status of 3x3 and offerings tailored from deprived areas design process to of programmes alignment with voice and involve can work together to connect the system at the school level basketball structure investment and its importance, to the factors that overcome barriers enhance existing to support player organisations that to include more with a mix of existing support from councils motivate women and development courses, deliver basketball them in the design collectively achieve. and fully commit to fully participate wellbeing and ensure girls at different ages and funders to create and improvement of participants can casual and social and new clubs to growing the game in development with a programme that we are giving all to people with A new service pathways and fulfill BBNZ and member easily access quality opportunities, so and community a broad range of to continue to play. of ongoing learning tamariki and rangatahi disabilities so that delivery model and organisations more schools can providers across NZ outdoor spaces that opportunities to they're an integral their potential. and development experiences. structure that ensures Introduce modified Collaborate with offerings and offer basketball, are accessible to part of delivering that includes strong resources that are have an awesome clarity of roles and casual versions other sports to ensure and attract greater connections with easily accessible basketball experience. basketball's vision services. a diverse range of responsibilities and of the game and that girls are able participation across schools. communities. and reflect current Ensure everyone make it more social consistent delivery to fully and actively

- in the basketball ecosystem knows the data they need to collect and share, so that everyone has access to information they need to operate and make bette
- of basketball across the country, including the establishment

of a dedicated focus

to understand and

address the unique

long-term challenges

and opportunities of

growth in Auckland

and other main

centres.

all age groups.

and accessible

- Provide a greater variety of social and competitive leagues across all skill levels to keep adults playing.
- Find ways of making the game more attractive to tertiary students so that they make more time to play.
- Connect with and support ethnic groups to help them grow the sport in their communities

- participate in a variety of sports at the level they desire
- Promote more female role models.

Ensure there is

- significant female representation at all levels of leadership to provide a strong female voice shaping the direction of the
- best practice. Implement a dedicated outreach programme (beyond Kiwi Hoops) to schools and clubs to
- Increase support for volunteers in the delivery of the game alongside a focused programme to grow the community of volunteers.

help them improve

the standard of their

coaches and officials.

CONNECTIONS

There are strong relationships between these 23 initiatives and each will contribute to multiple improvement areas

- Sport NZ Strengthen & Adapt application
- Basketball to seek complementary investment
- Basketball to prioritise in annual planning cycle

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8 Areas for Transformation

Our Basketball Strengthen and Adapt Plan includes eight Transformational Areas which will help transform and strengthen basketball in New Zealand. These will not only sustain the current positive growth trends, but also foster more growth in other areas.

1.	Voice of the Participant	8
2.	Growing the game for women and girls	12
3.	Basketball delivery structure	
	A. Structure of the basketball system	.16
	B. Working with independent providers.	.18
	C. Connections to community clubs	20
4.	Spaces to play	. 22
5.	Basketball for people with disabilities	24
6.	Player wellbeing	.26
7.	Strengthening the volunteer base (coaching and officiating)	. 28
8.	3X3 growth opportunities	30

Voice of the Participant

Two Improvement Opportunities

Problem statement

There are some channels for participants to have their voice heard. However, the feedback received is not regular, and often not specific or insightful enough to enable BBNZ and member organisations to understand whether they are delivering on

the unique needs of participants.

Improvement opportunity

Provide participants with a regular active voice, and involve them in the design and improvement of BBNZ and member organisations' offerings and services.

Links to Sport NZ's Insights Approach and in part to Sport NZ's Athlete Voice Focus Area

How we will do it

- 1. Design and implement a rolling insights programme featuring a range of data-gathering methods and engagement channels at the national, regional and local levels to regularly capture the voice of participants.
- 2. Leverage the insights capability of other NSOs, Sport NZ and Regional Sports Trusts (RSTs) and establish in-house analytical ability to analyse data, deep dive into basketball-specific issues and share insights and learnings.
- 3. Design and implement a training programme for member organisations and accredited providers to learn how to create locally-generated insights to understand their progress and inform their work.
- 4. Develop co-design expertise and mechanisms to involve participants in the design of basketball offerings

What the transformation would deliver

- A wide range of channels tailored to the different preferences and needs of participant groups.
- Planned approach to actively seek regular feedback and input from participants.
- Insights are specific and accurately reflect the unique needs of participants.
- Insights and co-design mechanisms are used to create programmes, events and offerings.
- BBNZ and member organisations use insights generated from Voice of the Participant to inform the development of their national or regional basketball plans.

How we will resource and sustain it

 BBNZ to review and realign internal capacity and capability to integrate and sustain Voice of the Participant improvements supporting BBNZ and member organisations.

How we will know we're successful

Outcomes Measures (three-year result)

Increased understanding of who our participants and members are

• 20% growth in response rate from diverse range of engagement channels (Today: Baseline needs to be established)

BBNZ and member providers are working to insights-based key performance

- 50% of services developed are co-designed with participants
- 50% of member associations have KPI-driven annual



"We need regular engagement with players and parents to ensure we continually understand our communities."











Problem statement

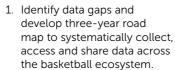
There are gaps in the information and data that BBNZ and member organisations need to understand the challenges and opportunities in basketball, as well as the impact that they are having in the delivery of the game and quality of participant experience.

Improvement opportunity

Ensure everyone in the basketball ecosystem knows the data they need to collect and share, so that everyone has access to the information they need to operate and make better decisions.

Links to Sport NZ's Insights Approach

How we will do it



- 2. Improve completeness and accessibility of data gathered.
- 3. Develop and implement an education and awareness campaign to improve member organisations' understanding of the importance of and compliance with data capturing and sharing.
- 4. Develop accountability mechanisms to ensure BBNZ and basketball providers are collectively working together to an integrated set of KPIs that collectively define the success of basketball.

What the transformation would deliver

- Providers across the basketball system capture and share relevant participation information.
- Basketball providers understand and respond to challenges and opportunities.
- Improved collective impact and progress against national and regional basketball plan KPIs.
- A regular process of monitoring and evaluation is embedded across the basketball provider network.

How we will resource and sustain it

- BBNZ to review and realign internal capacity and capability to implement participation data improvements and support member organisations.
- Member organisations to be supported and accountable for meeting data requirements for all players and volunteers.

How we will know we're successful

Outcomes Measures (three-vear result)

BBNZ database • 90% accuracy in national database with

accurately captures relevant participant information

BBNZ and member organisations collecting and sharing core 'basic' data (Today: Significant gaps in information and

Widespread behavioural change in that BBNZ and providers are walking in the shoes of current and prospective participants

• 80% of respondents are valuing their overall experience as positive (Active NZ, Voice of rangatahi, Voice of the Participant)

Accountability mechanisms to ensure BBNZ and member organisations are collectively working together to an integrated set of

• 50% of member organisations consistently achieve their KPIs (Today: No accountability framework in place)

"We need more comprehensive participation data to help us understand our impact and areas to improve."







Growing the Game for Women and Girls

Two Improvement Opportunities

Problem statement

To attract, retain and develop girls and women in basketball, there needs to be a strong female voice in influential positions

across all levels of the game.

Improvement opportunity

Ensure there is significant female representation at all levels of leadership to provide a strong female voice shaping the direction of the game

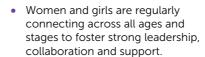
Links to Sport NZ's Women and Girls Focus Area



How we will do it

- Establish a BBNZ Board Women and Girls Committee to lead the growth in the women's game.
- Establish a Women and Girls Leadership Group with influential female leaders who will regularly meet to advise on key opportunities and challenges.
- Expand this project plan into a three-year Women and Girls Action Plan, with growth and retention KPIs.
- Establish processes to enable the implementation of the Women and Girls Action Plan.
- Resource the Women and Girls Action Plan, with a women and girls regional workforce.
- Promote and increase commitment to gender equality, and embed this into policies, procedures and performance expectations at all levels of the basketball ecosystem.
- Attract commercial investment to sustain the growth in the women and girls game.
- 8. Provide development opportunities to increase the number of women in influential leadership positions on member organisation boards.
- Develop an emerging leaders programme for women and girls that identifies, encourages and supports future basketball system leaders (designed by women and girls for women and girls).
- Encourage more women and girls into coaching and officiating roles at all levels by completing BBNZ community coaching and officiating courses.
- 11. Provide mentorship and support to increase the number of women and girls in head coaching positions.
- 12. Profile and promote female leaders across all levels of the game.
- Create opportunities for female participants and advocates of women and girls basketball to connect at local, regional and national levels.

What the transformation would deliver



- A diverse range of women being motivated and empowered to lead across all levels and areas of basketball.
- Strong leadership and collaboration by women and girls developing environments for them to participate, develop and thrive.
- The women's game is highly valued across all levels of basketball.

How we will resource and sustain it



- Growing the Game for Women and Girls
- Connections to
 Community Clubs
- 3. Spaces to Play
- Successful programmes, services and learnings will be shared with other regions.
- This project will be supported by BBNZ seeking investment to support an additional 3-4 targeted regional projects.

How we will know we're successful

Outcomes

Measures (three-year result)

Women are equally valued and visible in leadership, coaching and officiating roles across the basketball system

 A minimum of 40% of BBNZ, Association and partner organisation board members are female

 A minimum of 40% of BBNZ, Association and partner organisation coaches and officials are female

Women and girls feel supported and valued as equal members of the basketball community 70% retention rate of female participants (Today: Baseline to be established)

 80% of respondents are valuing their overall experience as positive (Today: Baseline to be established)

Change and progress is fronted by women and girls, supported by the wider basketball community

 80% of respondents in BBNZ annual Stakeholder Survey are 'positive or above' on women and girls effectively leading change (Today: Baseline to be established)

The women's game is highly valued across the community

 50% growth in the amount of dedicated commercial revenue the women's game attracts (Today: Baseline to be



Problem statement



Basketball is a growth sport but the rate of growth for women and girls has been slower than men and boys, and static in the key rangatahi age group.

Improvement opportunity

Create basketball offerings tailored to the factors that motivate women and girls at different ages to start and continue to play.

Links to Sport NZ's Women and Girls Focus Area

"There's no real dedication around the girls programme. How can women be empowered to embrace and promote the game for their daughters and future generations?"





How we will do it



- Further analysis of Sport NZ insights to understand why there is a decline in female participation in sports and determine implications for basketball.
- Carry out research to determine the fundamental reasons for the decline in women and girls basketball, particularly between the ages of 13-18, to understand their unique wants and needs.
- Ensure ongoing research, insights and evaluation capability

 connecting with the Voice of the Participant project and resourcing.
- Research recent developments and good practices internationally to attract and retain women and girls in the game that could be applicable to NZ.
- Design and implement offerings and development programmes for women and girls, and secure buy-in from the basketball community.
- Develop a deliberate women and girls programme design approach (designed by women and girls for women and girls).
- Empower targeted communities, including Māori and Pasifika, to design attraction and retention solutions and support them in delivery.
- Communicate and promote the range of offerings and entry points available to women and girls at different ages and stages.
- 9. Expand women and girls marketing and promotion plan and tactics.
- Build partnerships and capability to regularly pilot new approaches and programmes tailored specifically to address the unique needs of women and girls (regional resourcing and funding approach).
- Identify and empower local leaders/role models to lead the implementation of new initiatives on the ground.
- Share insights and progress of the development of the women and girls game across the basketball community.

What the transformation would deliver



- An increased and continuallydeveloping understanding and provision across basketball providers of what quality participation opportunities look like for all women and girls.
- Basketball providers offer femaleinclusive, welcoming, supportive and motivating environments.
- A diverse range of opportunities and entry points for women and girls to participate and connect.
- Women and girls being aware of, and motivated by, the opportunities and pathways that are available to them in basketball.
- Basketball is widely seen as a game for all genders.
- The women's game is highly visible across all levels.

How we will resource and sustain it



- Sport New Zealand will invest \$1,000,000 over three years to support a major regional pilot focusing on three improvement areas:
- 1. Growing the Game for Women and Girls
- Connections to Community
 Clubs
- 3. Spaces to Play
- Successful programmes, services and learnings will be shared with other regions.
- This project will be supported by BBNZ seeking investment to support an additional 3-4 targeted regional projects.

How we will know we're successful

Outcomes

Measures (three-year result)

Increased range and accessibility of quality offerings for women and girls across the basketball system Audit of offerings, participation and retention shows 50% growth (Today: Baseline to be established)

Women and girls feel supported and valued as equal members of the basketball community

- 70% retention rate of female participants at primary/secondary school transition points (Today: Baseline to be established)
- 80% of respondents are valuing their overall experience (Today: Baseline to be established)

Offerings for women and girls better meet their diverse needs and wants

- 30% growth in participation by women and girls (Today: Baseline to be established)
- 80% of respondents are valuing their overall experience as positive (Today: Baseline to be established)



Structure of the basketball system

Problem statements

For basketball to move forward 'together', there needs to be greater clarity about the respective roles and responsibilities of everyone in the ecosystem so that we understand

where there are gaps in its delivery.

36 Associations acting independently is inefficient, unwieldy for decisionmaking and very difficult for BBNZ to service effectively.

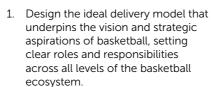
The increasing concentration of NZ's population in Auckland (and other main centres) will create a much larger catchment of participants, but at the same time put a significant strain on the basketball system in the Auckland

Improvement opportunity

Roll out a new service delivery model and structure to help ensure clarity of roles and responsibilities, and consistent delivery of basketball across the country, including the establishment of a dedicated focus to understand and address the unique long-term challenges and opportunities of growth in Auckland and other main centres.

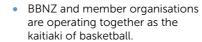
Links to Sport NZ's Governance Focus Area

How we will do it



- 2. Test the design with a broad range of stakeholders in the basketball community to seek their feedback on whether the design will deliver on the strategic aspirations and address the impediments in basketball, fundamentally advancing the sport.
- 3. Define the resources, skills and competencies required at all levels of the delivery model and structure.
- 4. Develop a case for change, setting out future state performance expectations, and barriers and risks to rolling out the new delivery model and structure.
- 5. Develop a consultation proposal and seek BBNZ members' approval/endorsement in line with the Constitution.
- 6. Align the Constitution to enable the delivery model and structure to come to life.
- 7. Develop a transition plan outlining how BBNZ will support member organisations and other providers during the transition.
- 8. Mobilise transition plan ensuring minimal disruption to services and offerings received by basketball participants.
- 9. Investigate the feasibility of establishing a dedicated business unit within BBNZ solely focussed on serving the Auckland region.

What the transformation would deliver



- A fit-for-purpose local-to-national delivery structure geared to deliver on basketball's strategic aspirations.
- Basketball providers having clarity of roles and responsibilities in delivering quality basketball experiences at all levels of our game - local community, regionally and nationally.
- A delivery structure that is maximising the collective impact of all providers in the interests of our participants.
- The quality of services provided across all basketball providers (traditional and independent) is consistent, with participants receiving the same standard of delivery and quality of experience.
- A new delivery structure implemented.
- Basketball providers in every region are working consistently to a national delivery model.

How we will resource and sustain it

- Sport New Zealand will invest \$200,000 over two years to support delivery of two of the Basketball Delivery Structure projects:
- 1. Structure of the Basketball System
- 2. Working with Independent **Providers**

How we will know we're successful

Outcomes

Measures (three-year result)

A 'more effective and aligned' local-to-national basketball delivery structure has been created

 70% stakeholder satisfaction with delivery structure effectiveness (Today: Baseline to be established)

Alianed provision of offerings and participation opportunities due to clarity of roles and responsibilities

 70% stakeholder satisfaction with consistency of offerings provided across basketball providers (Today: Baseline to be established)

Improved quality of experiences for basketball participants

 80% participant satisfaction with basketball experience (Today: Baseline to be established)









Working with independent providers

Problem statement

gaps in the market.

There are varying opinions about whether independent providers have a place in the game to improve the basketball experience, but there is evidence they are delivering value

in the game where there are service

Improvement opportunity

Develop mechanisms to leverage the strengths of independent providers, including a quality assurance/accreditation system to ensure every participant receives the same standard of delivery, regardless of who is providing it.

Links to Sport NZ's Governance Focus Area

How we will do it



- 1. Define value proposition to independent providers to reinforce their critical role in the basketball
- Identify the range of independent providers currently and potentially delivering basketball offerings.
- 3. Develop an independent provider engagement plan outlining how BBNZ, member organisations and independent providers will work together to coordinate service provision, ensuring a seamless experience for basketballers.
- 4. Establish new or adapt current programmes that will be delivered by BBNZ centrally or via other providers (e.g. Associations) to independent providers.
- 5. Establish the capacity within BBNZ to regularly engage with and service independent providers.
- 6. Determine fees that independent providers should pay for the benefits they receive from being accredited and the services provided.
- 7. Design, pilot roll-out quality assurance/accreditation/ sanctioning systems to evaluate, approve and promote independent providers.

"Other providers can help offer additional opportunities so more people can easily play basketball through one system."

What the transformation would deliver



- The quality of services provided across all basketball providers (traditional and independent) is consistent, with participants receiving the same standard of delivery and quality of experience.
- A clear and transparent mechanism exists for any provider to join up with other providers in delivering
- about their roles and responsibilities in the context of regional basketball
- Regional basketball leaders are collaborating and creating an environment that brings all basketball providers together to deliver locally-led, participantcentred regional basketball plans

How we will resource and sustain it



- Sport New Zealand will invest \$200,000 over two years to support delivery of two of the Basketball Delivery Structure projects:
- 1. Structure of the Basketball System

How we will know we're successful

Outcomes

Measures (three-year result) 60% of independent

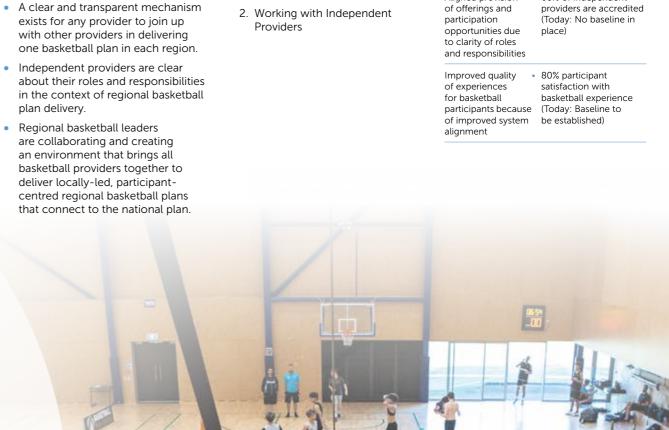
Greater alignment of all providers to basketball plans

providers are aligned to regional plans (Today: No baseline in place)

Aligned provision

60% of independent providers are accredited (Today: No baseline in place)





Connections to community clubs

Problem statement

and networks

The transition from school to adult basketball is difficult, and therefore players drop out because there is not

a strong club structure throughout NZ

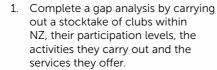
that gives them a sense of belonging

Improvement opportunity

Establish a healthy contemporary club structure across NZ that includes strong connections with schools, to diversify playing opportunities.

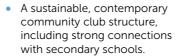
Links to Sport NZ's Locally-Led Approach and Insights Approach

How we will do it



- Implement initiatives to encourage more clubs to be established across NZ, prioritising regions where there is not a strong club structure.
- Support clubs to establish by providing them access to case studies, tools, templates and best practice resources and guidance.
- Provide specific programmes that will enable clubs to diversify or adapt their activities or services to attract and keep people from all ages and stages for longer, including:
 - Introducing modified casual versions of the game to make basketball more social and accessible.
 - Providing a greater variety of social and competitive leagues across all skill levels to keep adults playing.
 - Connecting with and supporting ethnic groups to help them grow the sport in their communities.
- Enable Associations with programmes and resources so that they can service clubs within their area.
- Encourage and support clubs and schools to work together to facilitate the transition from school to adult basketball.
- Expand coaching and official development support into clubs through the regional coach and referee developer networks.

What the transformation would deliver



- A diverse range of community clubs representing multi-sport, multi-community interests.
- Community clubs collaborating with other accredited basketball providers in offering playing opportunities that are reducing the post-secondary school decline in participation.
- Community clubs who are clear about their roles and responsibilities in the context of the regional basketball plan.
- Networks of community clubs that have high visibility where rangatahi feel a strong sense of belonging, especially after secondary schooling.

How we will resource and sustain it

- Sport New Zealand will invest \$1,000,000 over three years to support a major regional pilot focusing on three improvement areas:
- 1. Growing the Game for Women and Girls
- 2. Connections to Community Clubs
- 3. Spaces to Play
- Successful programmes, services and learnings will be shared with other regions.
- This project will be supported by BBNZ seeking investment to support an additional 3-4 targeted regional projects.

How we will know we're successful

Outcomes

Measures (three-year result)

An increasing number of community clubs are operating and connected to feeder secondary schools and targeted ethic

 The number of clubs in NZ increased by 30% (Today:102 clubs)

Regions are working to a plan to establish a strong club structure All regions have club development plan in place (Today: Unknown)

Players transition from school to adult basketball by joining a club 20% average growth in club membership (Today: Unknown)









Spaces to play

Problem statement

>

There is overwhelming support for having more hoops that maximise outdoor spaces so that basketball is more accessible and visible.

Improvement opportunity

Significantly scale up new hoops investment, and support from councils and funders to create a broad range of outdoor spaces that are accessible to a diverse range of communities.

Links to Sport NZ's Locally-Led Approach

How we will do it



- Complete gap analysis of existing provision through primary school, intermediate and secondary school facility databases.
- Complete gap analysis of existing public spaces provision in targeted regions, connecting into existing RST-led regional plans.
- Identify regional pilots and areas of priority. Consult with relevant stakeholders to establish partnerships and action plans, to create and activate outdoor spaces.
- Collaborate with regional partners to develop funding plans to support expansion of hoops installation programme.
- Establish dedicated resource to grow outdoor programmes and formal leagues to enable ongoing activation aspects of the Hoops in Schools and Hoops in Parks programmes.
- Update and expand best practice guidelines for outdoor spaces to play, including case studies on how outdoor courts can be developed and activated.
- Design and implement initiatives that increase sociability and accessibility of playing opportunities within communities, and share best practice examples with providers.

What the transformation would deliver



- Increased accessibility to outdoor hoops and courts for a diverse range of communities, reducing participation barriers for priority populations.
- The creation of accessible outdoor courts in low socio-economic communities is a key strategy in all regional basketball plans.
- Informal and formal basketball opportunities are enabled through a growing number of outdoor courts and spaces to play.
- Regional mapping of existing courts and hoops, gap analysis and prioritised planning on the locations of new courts and hoops.

How we will resource and sustain it



- 1. Growing the Game for Women and Girls
- 2. Connections to Community Clubs
- 3. Spaces to Play
- Successful programmes, services and learnings will be shared with other regions.
- This project will be supported by BBNZ seeking investment to support an additional 3-4 targeted regional projects.

How we will know we're successful

Outcomes

Measures (three-year result)

BBNZ and member organisations are working from a complete understanding of school and community spaces for basketball

 Audit completed; system in place to keep live understanding

Regional pilots
have been
identified and new
outdoor spaces
activated, providing
improved informal
and formal
opportunities
for tamariki and
rangatahi to
participate in

 20% increase in number of outdoor spaces (Today: Anecdotal evidence of need for more outdoor spaces)

 75% of NZ schools have an outdoor basketball hoop in good condition (Today: 39%)

Current outdoor spaces are activated and used to provide informal and formal participation opportunities

basketball

 25% of respondents surveyed felt that a lack of spaces to play was a key reason to drop out of the game (Today:

"We need more outdoor spaces with more visibility – every school and council park should have a quality hoop."





Basketball for people with disabilities

Problem statement

>

Despite organisations that provide basketball services to disabled people receiving limited support, basketball is more popular among young people with disabilities than young ablebodied people.

Improvement opportunity

Hov Will



Ensure greater alignment with organisations that deliver basketball to people with disabilities so that they are an integral part of delivering on basketball's vision.

Links to Sport NZ's Disability Focus Area, and overarching strategic priority on diversity and inclusion

How we will do it

- Complete analysis of current programmes being delivered for people with disabilities, participation levels, and gap analysis of existing providers and opportunities.
- Confirm vision and strategic aspirations for current and prospective participants with disabilities
- Create a Disability Action Plan embracing all forms of basketball delivered for people with physical and intellectual disabilities, with a special focus on tamariki and rangatahi.
- Provide member organisations with a comprehensive range of tools, resources and policies to ensure equitable opportunities are provided for people with disabilities.
- Collaborate with Sport NZ, RSTs, other NSOs and existing providers to better connect member organisations delivering offerings to participants with disabilities.
- Identify targeted regions to implement resources and support for new and existing programmes in order to: (a) remove barriers, providing equal opportunities to attract new participants; and (b) ensure the retention of existing participants.

What the transformation would deliver



- Inclusive environments for people with disabilities, providing more casual and social opportunities to participate, particularly for tamariki and rangatahi.
- Partnerships that result in greater connection and support for providers of offerings to people with disabilities.
- BBNZ and member organisations operating together as the kaitiaki of basketball for all current and prospective participants, regardless of physical and intellectual abilities.
- 'Mainstream' community clubs and disability basketball-specialist providers collaborating and offering participation opportunities that reduce barriers for disabled tamariki and rangatahi.
- Programmes for players with disabilities have high visibility at community level.

How we will resource and sustain it



 A Basketball for All plan will be developed and implemented. Improvements will integrate basketball for people with disabilities into programmes and services offered at all levels of the game.

How we will know we're successful

Outcomes

Measures (three-year result)

are in place with national and regional organisations providing basketball opportunities to people with disabilities

Formal partnerships • Partnership agreements are in place in place and being implemented at national and regional level and in targeted organisations regions

 All member organisations that provide services to disabled people are aligned to the Disability Action Plan

Growth in the number of offerings being provided to people with disabilities, including rise in the number of sufficiently skilled deliverers (coaches)

Growth in the • 30% increase in offerings number of offerings (Today: Baseline to be established)

Growth in the number of disabled people actively involved in basketball, particularly the tamariki and rangatahi who have faced participation barriers

- 25% growth in participation rates (Today: 12.69%)
- 25-40% of respondents surveyed felt that a lack of access to participation opportunities was a key reason to drop out of the game (Today: Baseline to be established)

Basketball is more popular among disabled young people than non-disabled young people, but opportunities are too limited.







Player Wellbeing

Problem statement

the game.

As players move through the development pathways, there are many challenges that impact their wellbeing, and therefore their ability to participate, enjoy and excel in

Improvement opportunity

Provide a range of programmes to support player wellbeing and ensure that we are giving all young people age and stage appropriate opportunities to have quality experiences in basketball.

Links to Sport NZ's Balance is Better Focus Area



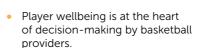
How we will do it

1. Using a co-design process involving players from a diverse range of backgrounds, develop and implement a Player Wellbeing Policy (incorporating the Balance is Better principles) to guide basketball providers delivering offerings to

participants at all levels.

- 2. Ensure buy-in by national leadership to enable a comprehensive approach is taken to implementing our Player Wellbeing Policy from junior through to high performance levels.
- 3. Identify, develop and engage change champions to advocate for player wellbeing.
- 4. With reference to the Player Wellbeing Policy, complete a review of regional and national representative and talent development programmes, including camps, competitions, player training and competition loading guidelines, and season length, to identify the improvements and adaptations needed from a player wellbeing perspective.
- 5. Develop a case for change, setting out future state performance expectations, and barriers and risks to rolling out the improvements and adaptations.
- 6. Develop a transition plan outlining how BBNZ will support member organisations and other providers during the transition, ensuring minimal disruption to services and offerings received by basketball participants.
- 7. Support member organisations, clubs and accredited providers by providing them with access to case studies and promotional materials, to help stakeholders understand what great looks like from a player perspective at all levels and how they can make changes.
- 8. Continue to adapt coach development framework and educational materials, including ongoing training of coach developers.

What the transformation would deliver



- Organisations, coaches and parents focus primarily on the wellbeing of players.
- Competition and programme improvements and adaptations are implemented at national and regional levels, resulting in nationwide changes to the way basketball is delivered for our tamariki and rangatahi.
- Basketball organisations from local to national levels adopt a lifelong approach to participation and player wellbeing.
- Basketball programmes, competition pathways and the coach development framework align to the Player Wellbeing Policy, which incorporates Balance is Better principles.

How we will resource and sustain it

- BBNZ to apply Sport New Zealand Balance Is Better investment into this area to impact on participation and player wellbeing improvements at local and regional levels.
- A Player Wellbeing policy will be developed and used to inform and improve basketball programmes and services at all levels of the game.

How we will know we're successful

Outcomes

Measures (three-year result)

Widespread behaviour change with providers putting player wellbeing first

Wellbeing Policy by member organisations and accredited providers (Today: Policy not in

80% alignment to Player

Improved quality of experiences for basketball participants

75% of players feel supported to fulfil their potential (Today: 30-60%)

rates, especially in tamariki, rangatahi, young women and those who are less active

Increased retention • 70% retention rate of participants (Today: Baseline to be established)

"Player wellbeing should be at the heart of our decision-making and everything we offer."



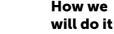
Strengthening the volunteer base (coaching and officiating)

Problem statement

officials

Too much reliance is being placed on novice volunteers (e.g. parents, teachers and students), while not enough is being done to help schools and clubs develop their coaches and

Improvement opportunity





Develop and implement a support programme (beyond Kiwi Hoops) to schools and clubs to help them improve their coaches and officials.

- 1. Ensure the coach and official database is complete and kept current.
- 2. Activate existing database of of coaches and officials at all levels of our game and immediately begin regularly communicating and promoting formal and informal development opportunities.
- 3. Implement a consistent set of regional initiatives through the BBNZ Regional Coach and Referee Developer networks. This is to enhance support for regional and local coaches and officials, including but not limited to:
 - · Regular networking events for coaches and officials.
 - · Ongoing calendar and cycle of formal and informal development opportunities promoted well in advance.
 - Targeted support to schools and clubs in their programme delivery (links to 'Connections to Community Clubs' area).
 - · Mentoring programme.
- 4. Support Associations as the kaitiaki of basketball in their regions to identify the coach and official recruitment targets, and development required in line with their regional basketball plans and programmes being
- 5. Design and implement an ongoing awareness campaign promoting coach and official role models. This would include using social media to raise public awareness of the importance and success of these people in their roles.
- 6. Ensure all coach development resources are updated to reflect Basketball's Player Wellbeing Policy. including training of Regional Coach Developers.
- 7. Expand, develop and continuously improve a full suite of coaching and officiating resources.

What the transformation would deliver



- A train the trainer system is embedded and effectively delivering the national development programme in every region for coach and official development at local community level.
- Basketball maximises formal and informal online learning and development opportunities to reach coaches and officials at all levels.
- Coach and official recruitment, development and retention activities align to targets within regional basketball plans.
- · Reduced gap in quantity of community coaches and officials to support the current and future growth in participation locally in schools and clubs.
- and supportive experiences and recognition to encourage them to continue to contribute to the game.

How we will resource and sustain it

 BBNZ to review and realign internal capacity and capability to develop and implement improvements that strengthen the volunteer base of member organisations.

How we will know we're successful

Outcomes

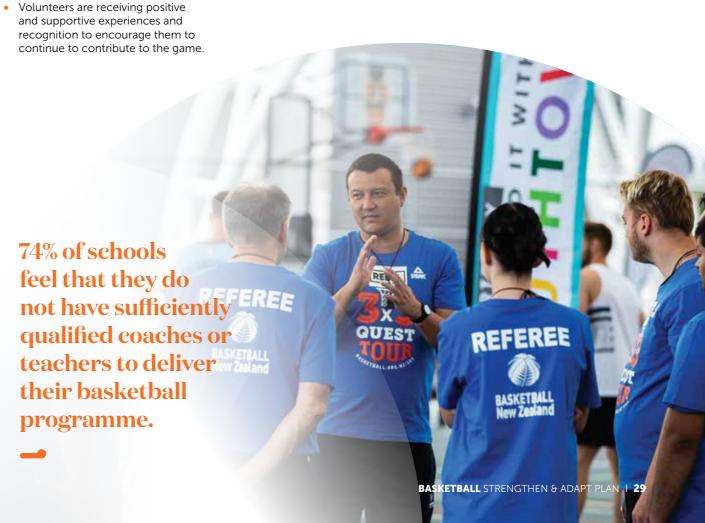
Measures (three-year result)

Increased understanding of and quality connection with coaching and officiating networks

80% of respondents satisfied with volunteer support services provided (Today: Baseline to be established)

BBNZ and member organisations are working to insightsdriven coaching and officiating recruitment and development KPIs

- All targeted regional basketball plans reflect use of insights to inform KPIs and tracking
- Growth in number of accredited coaches and officials in line with regional basketball plan target
- 20% increase in number of coaches and officials (Today: 5%)
- 10% increase in number of internationally qualified referees and officials (Today: 5%)





3X3 Growth Opportunities

Problem statement

3X3 is seen as a great opportunity to attract people. However, not enough is being done to capitalise on the strength and potential of the modified format.

Improvement opportunity

How we will do it



Elevate the status of 3X3 and its importance, and fully commit to growing the game within NZ.

1. Develop and implement 3X3 Action Plan to provide partners with tools and resources to expand 3X3 offerings and integrate 3X3

into wider basketball.

- 2. Support the development 3X3 Action Plans within regional basketball plans,
 - · Regular networking events for coaches and officials.
 - Promote visibility of the 3X3 brand - emphasising the formats, opportunities and pathways (local park to Olympics), and social and community connections.
 - Pilot 3X3 programme and league formats in targeted regions (player development intent i.e. more touches).
- 3. Develop 3X3 tools and resources that help activate outdoor courts.
- 4. Support member organisations and clubs to develop 3X3 offerings into schools to help strengthen
- 5. Review and enhance development pathways for 3X3 players incorporating learnings from other codes.
- 6. Review current 3X3 events and tournament offerings.

What the transformation would deliver



- A clear understanding of 3X3's purpose and how it sits within the wider basketball offerings and ecosystem.
- Integration of the 3X3 format into basketball offerings to maximise the enjoyment and development of participants.
- Strategies to grow 3X3 are in place and reflected in regional and national basketball plans, enabling the growth of both informal and formal 3X3.
- Outdoor community courts are being utilised by providers in promoting 3X3 offerings.

How we will resource and sustain it

 BBNZ to review and realign internal capacity and capability to action and sustain 3X3 Growth Opportunities working with regional pilots and member organisations.

How we will know we're successful

3X3 offerings are more widely

Outcomes

• 40% growth in expanded 3X3 offerings achieved in targeted regions (Today: Baseline to be established)

Measures (three-year result)

3X3 offerings and integration into existing offerings providing improved opportunities for tamariki and rangatahi to participate in

80% of respondents are valuing their overall experience as positive (Today: Baseline to be established)

basketball Growth in

participation,

• 30% growth in participation in 3X3 offerings (Today

rangatahi, young women and those who are less active particularly those from communities in high-deprivation

especially tamariki

Baseline to be established)







