



# TRANSFORMING BASKETBALL IN BRITAIN TOGETHER 2016-2028



WORLD BASKETBALL FEDERATION WBB molten For the real game



THE BBF BECOMES THE FIBA MEMBER REPRESENTING ENGLAND, SCOTLAND AND WALES IN OCTOBER 2016 AND THIS STRATEGY SETS OUT THE VISION FOR BASKETBALL IN BRITAIN THAT THESE FOUR ORGANISATIONS WILL FOLLOW.



THE BBF'S MEMBER ORGANISATIONS ARE THE THREE HOME COUNTRY ASSOCIATIONS WHO EACH APPOINT A DIRECTOR TO IT'S BOARD. THE OTHER DIRECTORS ARE APPOINTED BASED ON THE SKILLS NEEDED.

# CHAIRMAN'S WELCOME

## INTRODUCTION TO THE STRATEGY FOR BASKETBALL IN BRITAIN



In 2012 Basketball England, Basketball Scotland, and Basketball Wales made the bold decision to give up their membership of

FIBA, the international governing body for basketball, to the British Basketball Federation (BBF). This triggered a process that will complete in October 2016 when the confederated BBF becomes the British National Governing Body with responsibility for British teams playing in all FIBA competitions.

The consultation undertaken shows that a fresh, collaborative approach is needed to grow the sport along with a single, shared vision of what basketball seeks to achieve over the next decade. Much has been contributed by volunteers and organisations which evidence a great passion and ambition for the sport and a desire to achieve great things for basketball in Great Britain.

Basketball in Great Britain has made progress over the last few years but by working together we can build in a quicker and more sustainable way.

Through this consultation process it is clear that there is some great work in Basketball in Britain. One million children in English schools play the sport between the ages of 11 and 15, with similarly high levels of activity reported in Scottish and Welsh schools. In last year's Active People Survey there was an increase to 163,800 weekly participants aged 16 upwards, (up from the previous year 131,100) which is the highest since 2008/09. By this measure, basketball is the 4th largest team sport in England behind football, rugby union and cricket for men and behind football, netball and hockey for women.

In 2016, new basketball centres in Leicester and Manchester have been opened. The British Basketball League (BBL) Play-off Finals each May at the O2 Arena (London), the BBL Trophy Final in the Emirates Arena (Glasgow) in March and the BBL Cup Finals at the Barclaycard Arena (Birmingham) each January demonstrate how to showcase the sport. In the 50 years prior to 2009, the Home Country international teams reached two EuroBasket Finals across men and women; since 2009, men's and women's GB teams have qualified for six EuroBasket finals.

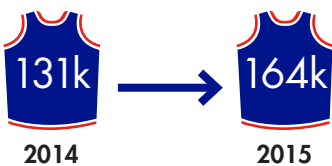
Individuals from many organisations have been consulted in the course of the strategy development, drawn from across our sport. I would like to thank everyone involved for their time, information, responsiveness and, most of all, their candour. In addition, the public consultation enabled through [www.futureofbasketball.co.uk](http://www.futureofbasketball.co.uk) has identified areas requiring improvement to drive more growth in the sport and this has been reflected in the plan.

The vision and strategic outcomes seek to unify all major partners in Britain to work together to build the sport from grassroots to world class GB teams by engaging people in the sport.

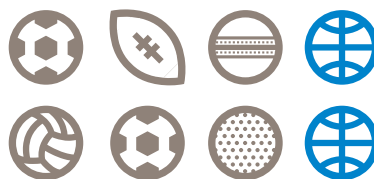
Our next step will be to develop the actions, milestones and targets to deliver the strategy and monitor progress.

**Together we will transform Basketball in Britain.**

**Nick Humby**  
Chairman of the British Basketball Federation  
May 2016



WEEKLY PARTICIPANTS,  
UP FROM THE PREVIOUS YEAR



FOURTH LARGEST TEAM SPORT  
IN 2015



Prior to 2009



2009-2015

SINCE 2009 GB TEAMS HAVE  
REACHED SIX EUROBASKET FINALS



# TRANSFORMING BASKETBALL TOGETHER

THE AIM IS TO CREATE A SINGLE UNIFYING VISION FOR THE SPORT IN BRITAIN UNDERPINNED BY CLEAR STRATEGIC OBJECTIVES AND ACCOUNTABILITIES BETWEEN THE THREE HOME COUNTRY ASSOCIATIONS, THE BBF AND THEIR DELIVERY PARTNERS.

TO IMPROVE BASKETBALL FROM GRASSROOTS TO GB TEAMS, BY ADOPTING A WHOLE SPORT APPROACH AND WORKING CLOSELY WITH THE BASKETBALL COMMUNITIES.

Develop successful GB teams.



Build high-quality men's and women's leagues and clubs.



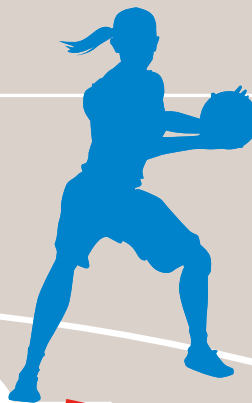
Support talented player, officials and coach development pathways.



Drive increased awareness and profile of the sport.



Increase opportunities to play the game at every level.



Transform the leadership and culture of the sport.

# CULTURE AND VALUES

TO CREATE A COLLABORATIVE CULTURE WITH ALL PARTNERS TO PROVIDE THE ENVIRONMENT REQUIRED TO ACHIEVE THE VISION.

Basketball is a fun urban team sport with a wide appeal and passionate people. We plan to harness this passion and commitment to grow the number of people who enjoy the sport in Britain.

## Forward together

Basketball in Britain will be led with an **open, transparent and collaborative** style to build **trust and respect** but hold its organisations **accountable and responsible** for not only their own activity but promoting the same attitude and behaviour in others.

The organisations and partners in the sport will be **inclusive and representative** of their communities and demand **high standards** of performance and governance.

We will act at all times with **integrity and honesty** and **communicate regularly and clearly** on progress and challenges.

## Together Everyone Achieves More

From October 2016 the BBF will take up GB membership of FIBA and each of the three Home Country Associations have signed up to a collaborated, confederated approach to developing the sport in Britain. In compliance with FIBA, the BBF will be the FIBA member body with responsibility for the elite GB teams, with each of the Home Country Associations responsible for the sport in their respective jurisdictions.

This strategy covers the entire sport in Britain, from grassroots participation through universities and colleges to the elite level, and has been created in conjunction with the Home Nations and the BBL and WBBL Clubs, to create a unified voice for the game.



## Statement of intent

On the 21st of April 2016 the new BBF board held a meeting in London with representatives from the boards of the three Home Country Associations, the BBL, the WBBL, their clubs, and the Basketball Foundation. The individuals in that meeting together came up with the following statements of intent for the future of basketball:

- We will learn from past experience, build on the positives, and proactively embrace future opportunities.
- We will approach everyday with an open, positive attitude as we strive to make basketball in Britain the best it can be at every level.
- We will continue to build relationships to help foster increased belief and confidence in our sport.
- We will continue working towards improving basketball in Britain by supporting and getting 100% behind this strategy.
- We will consult on a regular basis to ensure the widest possible buy-in from all basketball stakeholders is sustained.
- We will believe, trust, share and collaborate.

# OUTCOMES AND MEASURES

THE PARTNERS IN BASKETBALL IN BRITAIN, HAVING IDENTIFIED SIX OUTCOMES WILL WORK COLLECTIVELY OVER THE COMING YEARS TO TAKE BASKETBALL IN BRITAIN FORWARD.



OUTCOME

**BE RECOGNISED AND RESPECTED BOTH ON AND OFF THE COURT**, with independent and effective leadership and the right balance of skills, experience and diversity.

MEASURES

- National Governing bodies which deliver effectively for the sport
- An influential voice in the sports conversation across Britain
- Investment to facilitate long-term planning

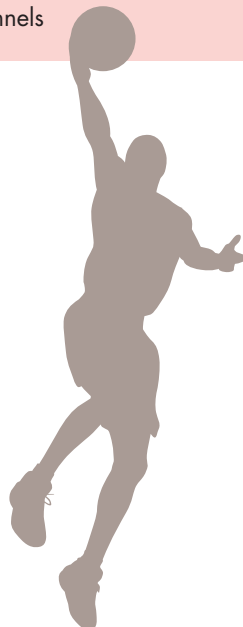


OUTCOME

Raise basketball's profile and increase public interest to attract **A SUSTAINABLE FLOW OF INCOME FROM A PORTFOLIO OF COMMERCIAL, BROADCAST AND PUBLIC SECTOR PARTNERS** who provide funding for investment into the sport.

MEASURES

- The percentage of investment for the sport from commercial sources
- The number of national partners
- Regular coverage across main media channels

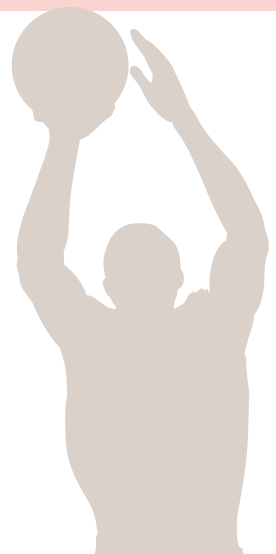


OUTCOME

**BECOME THE SECOND LARGEST AND FASTEST GROWING TEAM SPORT IN BRITAIN FOR BOTH MEN AND WOMEN**, by strengthening the links between clubs, schools and local basketball programmes and promoting basketball's value in increasing the health and wellbeing of the nation.

MEASURES

- Number of registered players and clubs in league competitions
- Number of schools taking part in competitions
- More people from every background taking part in basketball



FOR EACH OUTCOME MEASURES HAVE BEEN IDENTIFIED ON WHICH SUCCESS WILL BE EVALUATED. TARGETS WILL BE ATTACHED TO THESE AND THEY WILL BE MONITORED AND FOCUSED ON OVER THE YEARS TO COME.



OUTCOME

Support effective investment in a 'whole sport' talent development system such that **EACH GENERATION OF MALE AND FEMALE PLAYERS IS BETTER THAN ITS PREDECESSORS**, supported by well-managed player pathways integrating Home Nation and GB programmes.

MEASURES

- Improvements across the pathway measured through Performance Pathway Health Checks
- Active coaches with requisite qualifications in clubs, schools, colleges and universities
- Retention of players in the sport from education into clubs



OUTCOME

**BUILD SUSTAINABLE, HIGH-QUALITY LEAGUES WITH VIBRANT ARENAS AND REGULAR, PROFESSIONAL MEDIA COVERAGE** that support the development of future senior GB players, drive commercial income and engage their communities.

MEASURES

- Average regular season men's and women's league attendances
- Progress of British clubs in European club competitions
- Number of British men and women in professional league clubs



OUTCOME

Develop men's and women's GB teams, from under 16 to senior, **QUALIFYING FOR, AND BEING COMPETITIVE IN, THE FINAL STAGES OF FIBA INTERNATIONAL COMPETITIONS.**

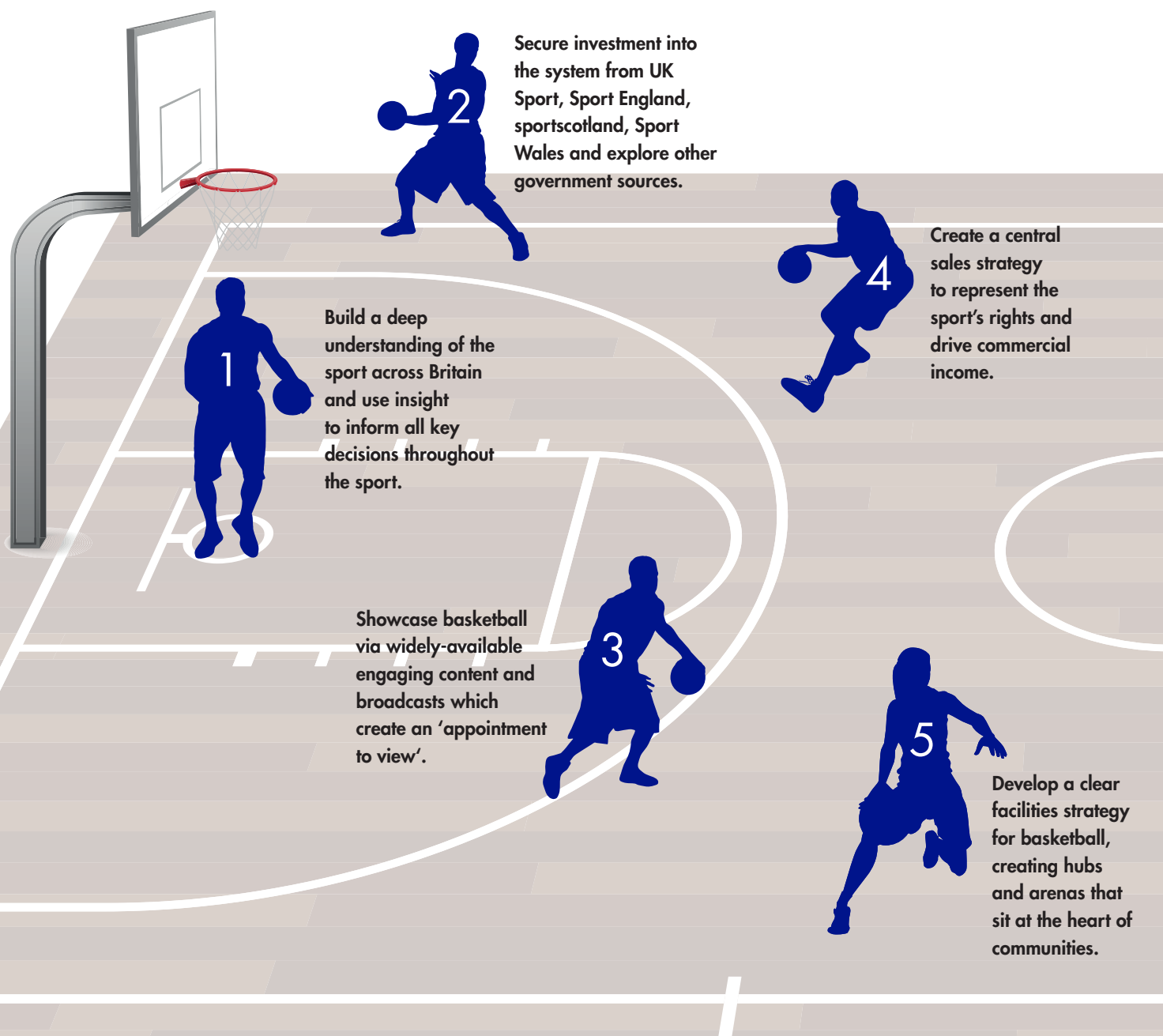
MEASURES

- Improvement in men's and women's senior teams performances in FIBA competitions
- Improvement in performance of men's and women's age-group teams in FIBA competitions



# TOP TEN STRATEGIC PRIORITIES

BELOW ARE SET OUT OUR TEN STRATEGIC PRIORITIES WHICH WILL BE KEY TO DEVELOPING THE SPORT IN BRITAIN. OF ALL THE STRATEGIC OBJECTIVES, THESE ARE CONSIDERED THE MOST IMPORTANT TO DO WELL AND TO DO NOW.



**1** Build a deep understanding of the sport across Britain and use insight to inform all key decisions throughout the sport.

**2** Secure investment into the system from UK Sport, Sport England, sportscotland, Sport Wales and explore other government sources.

**3** Showcase basketball via widely-available engaging content and broadcasts which create an 'appointment to view'.

**4** Create a central sales strategy to represent the sport's rights and drive commercial income.

**5** Develop a clear facilities strategy for basketball, creating hubs and arenas that sit at the heart of communities.





Work with delivery partners to recruit and retain male and female players with supporting advice, development and competitions.



Support and develop the women's game at club and WBBL level.



Improve the standard of coaching and officiating and grow the pool at every level of the game.



Relaunch the BBL in Britain and raise its governance and performance standards.



Develop a clear National team style and performance plan, appropriately staffed to help all international teams achieve consistent medal zone success.

The following pages set out the strategic objectives which we are committed to pursuing. Successful delivery of these will leave the sport healthy, competitive and enjoyed by millions of fans and players across Britain.

The responsibility for delivering these objectives sits with the BBF, the Home Country Associations and the leading clubs. The four National Governing Bodies will continuously collaborate with other stakeholders to work toward the vision.

# LEADERSHIP AND CULTURE

**BE RECOGNISED AND RESPECTED BOTH ON AND OFF THE COURT, WITH INDEPENDENT AND EFFECTIVE LEADERSHIP AND THE RIGHT BALANCE OF SKILLS, EXPERIENCE AND DIVERSITY.**



## **Insight-led approach to decision making**

To build a deep understanding of the sport across Britain and use insight to inform all planning, management and investment decisions throughout the organisation.

## **Public investment**

Secure investment from the Sports Councils, UK Sport, and where applicable other government bodies to invest in basketball as a trusted partner.

## **Governance of the sport**

Provide effective corporate governance, professional leadership and administration which provides a return on investment with measured outcomes.

## **Board effectiveness**

Establish and maintain independent and effective leadership, with the right balance of skills, experience and diversity to lead the sport towards a common vision.

## **Financial sustainability**

To become a financially sustainable sport, able to offer stability to internal and external stakeholders to facilitate longer-term planning.

## **Stakeholder engagement**

To engage with fans, players, volunteers, coaches, officials, members and other key stakeholders to develop and maintain effective working relationships and an alignment behind a common vision for the sport.

## **Collaboration and communications**

Establish strong links and regular, transparent communication between all four governing bodies and with the rest of the basketball family, working together to promote the sport in a coherent way via appropriate, cost-efficient sharing of services and other innovative collaborative structures.

## **Resource allocation**

Ensure that all our resources are appropriately balanced between the men's and women's games across both performance and participation.

## **Internal structure, operations and staffing**

Implement a small but effective central organisational structure to deliver the strategic outcomes, including the necessary resources to begin implementation of the strategy in the short-term.

# AWARENESS AND PROFILE

**RAISE BASKETBALL'S PROFILE AND INCREASE PUBLIC INTEREST TO ATTRACT A SUSTAINABLE FLOW OF INCOME FROM A PORTFOLIO OF COMMERCIAL, BROADCAST AND PUBLIC SECTOR PARTNERS WHO PROVIDE FUNDING FOR INVESTMENT INTO THE SPORT.**

## **Digital and broadcast exposure**

Showcase basketball via widely-available, engaging content and broadcasts which create an 'appointment to view', evolving to reflect market demand and harnessing the power of social media.

## **Centralised sale of rights**

Create a central sales strategy to represent the sport's rights and drive consistent storytelling to attract new interest and funds to the sport through 'one voice'.

## **Brand and communications**

Develop a clear brand identity for the sport supported by national campaigns, communication strategies and marketing toolkits that reflect the best means of engaging with the basketball family.

## **Portfolio of partners**

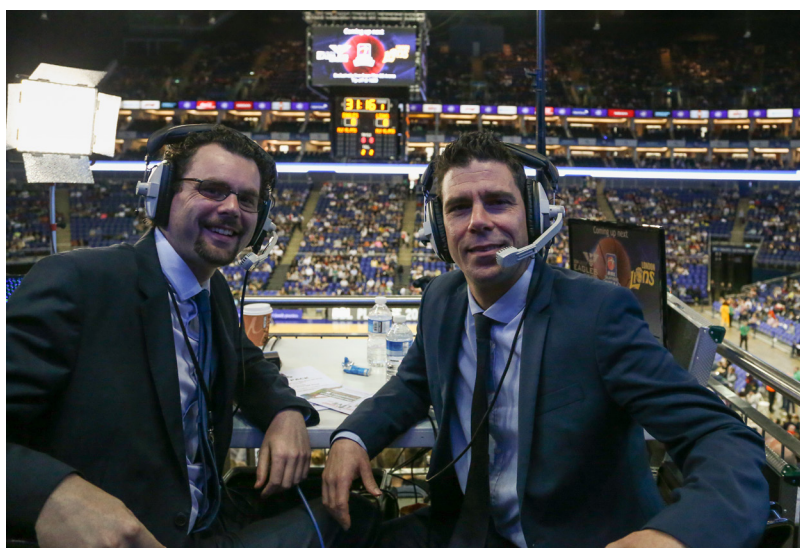
Establish a portfolio of well-respected commercial and broadcast partners and suppliers that support the long-term vision for basketball in Britain.

## **Basketball events**

Create a programme of regular, attractive international and domestic basketball events, hosted in high-quality venues across the Home Nations that attract sell-out crowds.

## **Inspirational GB players**

Identify, develop and promote inspiring male and female role models both on and off the court and leverage their potential to increase the following of, and participation in the sport.



## **Promoting the sport**

Create innovative British-wide schemes that use effective marketing to reach new players, increase participation and provide a vehicle for commercial partners to invest in grassroots.

## **Basketball database**

Develop a clear understanding of all people in Britain interested in basketball, supported by an effectively managed database which is used to extend their relationship with the sport.

## **Distribution of income**

Design an equitable and transparent means of distributing income between the BBF and Home Country Associations and other stakeholders to support the growth of the sport.



# OPPORTUNITIES TO PLAY THE GAME

**BECOME THE SECOND LARGEST AND FASTEST GROWING TEAM SPORT IN BRITAIN FOR BOTH MEN AND WOMEN**, BY STRENGTHENING THE LINKS BETWEEN CLUBS, SCHOOLS AND LOCAL BASKETBALL PROGRAMMES AND PROMOTING BASKETBALL'S VALUE IN INCREASING THE HEALTH AND WELLBEING OF THE NATION.



## **Basketball facilities strategy**

Develop a clear facilities strategy for basketball, creating community hubs including, where appropriate, arenas that sit at the heart of communities and are homes for the leading BBL, WBBL and community clubs.

## **Delivery**

Work with delivery partners to recruit and retain players from primary schools, through secondary schools, to colleges, universities, clubs and communities with supporting advice, development and competition for male and female players.

## **Understanding the barriers**

Grow participation and increase playing time by adopting an insight-led, research-based approach to understanding what makes basketball exciting, and how to overcome barriers that prevent people from playing.

## **Maintain an understanding of the game**

Regularly monitor participation and facilities provision in schools, colleges, universities, clubs and communities and identify any gaps in delivery.

## **Telling the story across Britain**

Articulate and promote a clear message of basketball's value in delivering and growing sports participation across Britain. To recognise the distinct opportunities for men, women, boys and girls and the role that the sport can play in bringing communities together and delivering positive social and health outcomes.

## **Grassroots coaches and officials**

Develop grassroots programmes and pathways that provide education and development opportunities to volunteers, coaches, officials and support staff including those involved with clubs.

## **Social and community development**

Further basketball's contribution to social and community development by improving the connections between schools, local authorities, colleges, universities, leisure operators and other community organisations, increasing the availability and affordability of the right quality facilities.

## **Targeted initiatives**

Develop and promote opportunities to play that recognise basketball's unique popularity amongst under-represented and hard-to-reach groups and support the Government's focus on these demographics.

## **3 x 3**

Develop a dedicated 3 x 3 strategy across the sport in Britain, which supports participation growth, improves GB teams' performance levels and provides commercial opportunities.

## **Volunteer development**

Develop a dedicated strategy to recruit, retain, develop and reward the volunteers who work in schools, colleges, universities, clubs and communities to deliver the sport.

# TALENT DEVELOPMENT PATHWAYS

SUPPORT EFFECTIVE INVESTMENT IN A 'WHOLE SPORT' TALENT DEVELOPMENT SYSTEM SUCH THAT **EACH GENERATION OF MALE AND FEMALE PLAYERS IS BETTER THAN ITS PREDECESSORS**, SUPPORTED BY WELL-MANAGED PLAYER PATHWAYS INTEGRATING HOME NATION AND GB PROGRAMMES.

## Clear development pathways

Clear and coherent player pathways that provide appropriate levels of competition, opportunities in BBL and WBBL clubs, and a smooth transition between Home Nation and GB programmes.

## Coach education and development

Improve the number and standard of coaches working within the player pathway and establish clear, high-quality coach development and full-time career paths with continuing professional development.

## Education and development of officials

Improve the number and standard of officials involved in international competitions and establish a clear, high-quality development pathway for officials.

## The women's game

Support the development of the women's game with clubs that provide high-quality coaching, training and support services for players.

## Player development: camps and games

Provide performance development opportunities, via training camps and games programmes, for players selected to national and GB squads from under 16 upwards.

## Player development: outside camps

Positively influence the programmes of the best young players (aged 16-23) in appropriate training environments, including while at colleges and universities, to enhance their individual development.



## Player ID and selection

Implement an effective and transparent process for the identification, monitoring and selection of the best GB players.

## Team managers and support staff

Improve the number and standard of well-qualified team managers and support staff and establish clear, high-quality career development pathways for these roles.

## Player-centric approach

Implement a player-centric approach across selection, training and games for GB age-group teams to ensure that each player receives the necessary support for their individual development at the right time and place in the pathway, including access to sports science assistance.

## Pride in the vest

Establish an environment and mentality whereby representing GB teams, from under 16 upwards, is the aspiration of all young players.

# QUALITY LEAGUES AND CLUBS

**BUILD SUSTAINABLE, HIGH-QUALITY LEAGUES WITH VIBRANT ARENAS AND REGULAR, PROFESSIONAL BROADCAST COVERAGE THAT SUPPORT THE DEVELOPMENT OF FUTURE SENIOR GB PLAYERS, DRIVE COMMERCIAL INCOME AND ENGAGE THEIR COMMUNITIES.**



## **Arenas**

Professional league anchor tenants or owners in high-quality community arenas delivering attractive and compelling matchday experiences.

## **Quality of product**

Deliver a higher quality product for fans, broadcasters and commercial partners that creates sustainable growth in audiences and showcases a vibrant, modern image of the sport.

## **British player development**

Raise the standard of play to support British player development through intensive competition and quality coaching, and grow the pool of players available for selection for GB teams.

## **Community support**

Require all professional clubs to play a major part in the participation strategy of the sport and be firmly rooted in local communities and work with local clubs.

## **Accessibility**

Ensure that both the men's and women's leagues are accessible to a diverse and inclusive audience.

## **Income distribution**

Develop and implement a framework for league income distribution which incentivises investment by the clubs and benefits the broader strategic objectives for basketball in Britain.

## **The men's league**

Restructure the BBL with an independent Board with strong governance processes, leadership and integrity to run the league with appropriate representation from the governing bodies, clubs and partners.

## **League licensing**

Develop and implement new league licensing criteria that are agreed by all stakeholders and promote the long-term sustainability of clubs, raise standards across the sport and support the wider objectives for basketball in Britain.

## **The women's league**

Raise the profile and standard of play by investing in the quality of the WBBL.

## **Viable career option**

Provide a financially-viable career option to retain, challenge and develop the best British players and enhance domestic leagues.





# SUCCESSFUL GB TEAMS

DEVELOP MEN'S AND WOMEN'S GB TEAMS, FROM UNDER 16 TO SENIOR, **QUALIFYING FOR, AND BEING COMPETITIVE IN, THE FINAL STAGES OF FIBA INTERNATIONAL COMPETITIONS.**



## National style

Build on the 'Areas of Emphasis' guidelines to enhance coaching practice by developing common competencies across all British and Home Nation team programmes, which are also embedded at club level.

## Leadership and culture

Recruit and retain a senior leadership team who embody a high-performance culture in their leadership and governance of the sport and embed these values, behaviours and principles throughout the performance system.

## Performance plan

Identify and articulate *what it takes to win* for senior GB teams and the practical and cultural steps required to develop this at all levels.

## GB players

Focus on the needs of players to deliver their best and support their pride in the vest.

## Performance support

Provide year-round, high-quality support services to GB players including sports science and medicine, performance analysis, scouting and player tracking, supported by open channels of communication.

## High-performance coaches and officials

Recruit, retain and develop high-quality coaches for all GB teams and provide officials for the final stages of international competitions, and support them with continuing professional development opportunities.

## Facilities

Ensure all training camps for men's and women's GB teams, from under 16 to senior, take place in facilities which provide a high-performance environment both on and off the court.

BY TRANSFORMING  
BASKETBALL IN BRITAIN  
WE WILL CREATE POSITIVE  
SOCIAL IMPACTS ON  
INDIVIDUALS AND  
COMMUNITIES.



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