



Basketball Wales Strategic Development Plan 2016-2019

Welcome to the Basketball Wales Strategic Development Plan.

This plan is a working document and has been created as a starting point for the continued development of basketball throughout Wales.

Basketball Wales has a new Board of 13 Directors, (all volunteers), as from November 2015.

The new Board is committed to ensuring that Basketball Wales is a high functioning Governing Body, one that is professional in its approach, open to assistance from a variety of partners and evolutionary in its development.

Whilst this document is an outline of the work that is undertaken in Wales, there is much detail that is also available from each Board Director.

Contents:

1. Strategic Plan Summary
2. Position statement
3. Vision statement
4. Mission statement
5. Core Values
6. Governance – risk and compliance
7. Business objectives
8. Organisational structure
9. Development strategy
10. Strength, Weaknesses, Opportunities and Threats
11. Key strategic development actions (by Board and Director)





A Summary of the BW Strategic Plan

There is much detail in the following Strategic Plan for Basketball Wales. At the time of creating this document (February/March 2016) there is a need, and a desire, to work closely with the British Basketball Federation (BBF) in creating a strategic approach to developing the game, within the whole of the UK. Directors of Basketball Wales have worked closely with Deloitte and the new Board of the BBF in identifying the priorities of the combined national governing Bodies in England, Scotland and Wales, and shaping the strategic development of the work to be carried out by the BBF.

Whilst the structure, function and development of the BBF is critical, it is also important to note that BW will still serve an important function in facilitating and supporting the game in Wales. At this time it is known that there will be still be Welsh national teams at various age groups and international matches to be played. The complete strategic development of the BBF is still being decided and thus is part of the on-going development work of BW, with its partners in the BBF.

In essence therefore the work of BW will continue, with its latest improvements, and the full integration with the BBF will evolve over a period of time. This is an approach, which is consistent with the development of Basketball England and Basketball Scotland.

BW is fully aware of the current funding support that it receives from FIBA Europe. It is expected that this level of support will continue, albeit that the funding stream will be through the BBF and not from FIBA Europe directly.

This summary of the whole strategic plan focuses on the main issues to be addressed throughout the next three years.

1. Formation of the new Board of Directors – November 2015.
2. Identification of the main priorities for the development of the game in Wales and the UK.
3. The establishment of sound organisational structures to effectively govern the game in Wales.
4. The establishment of sound and appropriate Articles to ensure the effective democratic functioning of BW.
5. The establishment of sound fiscal organisational structures to ensure effective and appropriate use of BW funds.
6. The establishment of sound and appropriate communication structures to ensure all members of BW are fully informed and fully involved.
7. The development of good working relationships between clubs and the Board of BW.





8. To grow the numbers of participants in basketball in Wales, in all categories, abled and disabled, male and female, young and old - i.e. players, officials, coaches, spectators and other supporters.
9. To raise the level of performance of elite players and teams.
10. To raise the level of expertise of teachers and coaches of basketball.
11. To raise the level of expertise of our officials, in a variety of categories.
12. To grow the sport, particularly at the younger age group, and in relation to improving the health, fitness and well-being of the young Welsh population.

As the development of the strategic plans for the BBF become established, agreed and implemented, BW will need to refine its own strategic plans. At this time BW will take full cognizant of, and act upon, the following Sport Wales initiatives:

Aligning BW outcomes to Sport Wales' 3 Investment Outcomes

BW will use the results of the recent Sport Wales School Sports Survey

BW will reference the "physical literacy" and "skills for life" programmes

BW will reference and use sound governance as a tool for becoming a high performing organization, rather than reacting to problems or issues. BW will be proactive rather than reactive.

Further develop BW sub groups of the Board to support and develop the identified priorities of the individual Directors. There is already good work undertaken in this area in relation to the Performance Director, Mini Basketball Director, Women and Girls Director, Schools Director, Director of Officiating and Finance Director.

In relation as to how BW will actually develop the sport in Wales, please refer to the individual Directors' action plans. These again will be evolving documents, as BW wants to work harmoniously with the BBF in creating a robust system of engagement and development in all aspects of the game in Wales. The expertise and additional resources, which will be available through the BBF, will greatly aid the development of basketball in Wales.





1.0 [Position Statement]

Sport is a very powerful cultural force in society. Basketball Wales has an important part to play in the development of sporting opportunities for all categories of participants, including men, women and children for both the abled bodied and disabled. In particular, Basketball Wales has a focus on developing sporting opportunities for young people in Wales. Youth access and participation in sports activities are important for, their parents, communities, formal academic institutions and the country on a whole.

Sports participation generally serves broad purposes. To provide children the opportunity to participate with fun and gratification, the need for friendship and a sense of belonging. Offering the near-term prospect of healthier minds and bodies through physical exercise; and for the long-term cumulative favorable outcome and benefit generally associated with youth development.

Adults are therefore important in the developmental process of our youth because most young people obtain the information they need through observation of others. The lessons they learn reflect the quality of those observations, which hinge not only on the time they spend with family members and other adults, especially in sporting activities, but also in school with their peer group or in contact with the media.

It is important for parents and guardians to know that sports help to fulfill the basic social need of our adolescence youths. The major need and incentive for many children who participate in team sports, has not much to do with athletics and everything to do with a newly acquired network of social relationships. This is particularly so for those teens who are lacking athletic skills and possibly self-esteem. So, physical activities are a source of improved health and wellbeing, but not just young people who play sport benefit. Participation in sport is an important factor in youth development [direct and indirect involvement], enabling positive learning values to be considered.

Within the constellation of youth development, much larger influences and institutions such as can dwarf sport: family, peer groups, public schools and community organizations. Sports also need to work in harmony with those groups and the adversities of life in the interest of better youth development achievements.





The practical importance of community youth organizations, coaches, and parents' ability to influence the outcomes that children gain from their sporting activities should always be remembered. The above in the interest of the youth must reveal the best moral and practical demonstration of good development values. A win-at-all costs atmosphere in a youth sports program is harmful to a child's development. Likewise, the negative experiences that a child may have while participating in such type of atmosphere are linked to the development of low self-esteem, fear of failure and a lack of desire to continue participating in a youth sporting experience.

Across the board, therefore, adults must demonstrate exemplary leadership qualities which means being aware of the fears and anxieties felt by those you lead even as you urge them to overcome those fears. Therefore, we must consistently bear in mind that the ultimate goal of youth sport program should be to nurture children's intrinsic motivation for sport. Programs that focus on deliberate play activities and the sampling of various sports, can eventually promote the development of self-regulation, decision-making skills, and feelings of competence in children. These important skills and feelings are key to the real sustainable development of basketball within Welsh communities, the regions and national representation.

2.0 [Vision Statement]

A three-year vision for the Basketball Wales [BW]:

- To establish and demonstrate good governance through an organizational structure, with defined roles and responsibilities, mandated to maximize the growth of Basketball within Wales through a process of participation, achievement and excellence;
- To increase gender participation, offering youth development through constructive team participation and achievement. To communicate the broader skills to become healthy, problem-solving, constructive individuals with a valued place in a constructive team environment and a sense of worth as a person;
- Basketball to become an integrated part of the indoor national sporting structure, based upon community participation, individual and team achievement coupled with the opportunity to excel.
- Establish a number of national centres of excellence and deliver national team success at FIBA Europe Group B level across both age and gender groups by 2019;





- Raise standard of Men and Women elite performance to enable competitive teams to be entered at either the 2018, and or, future Commonwealth Games;
- Identifying and attract commercial sponsors to develop and support the financial and ethical values of BW within the community and at national level.

3.0 [Mission Statement]

BW is a sports organization dedicated to promoting the core values of individual and team participation, achievement and excellence in basketball. Growing basketball participation by providing superior entertainment for players, officials and supporters. Basketball is currently the second most popular team sport for teenagers (soccer is number one – UK Sport survey 2014). Basketball globally is extremely popular and is played in countries all over the world. It has World, European, Commonwealth Games and Olympic championships. Basketball is played by children and adults, males and females, abled bodied and disabled athletes and is played both indoors and outdoors. It has a tremendous potential for enjoyment and engaging players in a fit and healthy lifestyle. As a spectator sport basketball has a huge following and the game is financially profitable in many countries.

We aim to achieve our mission by working hard to emphasize the following core values:

- A process of continuous improvement for players, coaches and officials;
- A structured programme of recreational and competitive participation;
- By providing our guests and supporters with superior entertainment value in a clean, secure, and comfortable environment—win or lose—regardless of their interest level in basketball;
- By helping our sponsors build their brands and grow their business;
- By treating our respective constituencies with respect, appreciation, and as we ourselves would want to be treated and serviced;
- By involving our community, regional and national supporters in the game as active participants—not merely spectators;
- By reaching out into our communities and supporting their development through participation in basketball;
- By working hard to make basketball one of the most popular national indoor sports through an inclusive process of participation and reward;
- By being proactive and accountable in carrying out our mission.

BW, many people working together in a fiscally responsible way to grow basketball within Wales.





Many people, one attitude - participate, achieve, excel.

4.0 [Basketball Wales Core Values]

We have a strong commitment to participation, achievement and excellence in basketball. We apply our passion for basketball to each of these commitments and the activities that support the development of game.

We will perform every task as well as it can be done, reflecting our attention to quality and attention to detail at every stage - from inception, planning through to execution.

We believe in equal opportunity for all and recognise the need to balance the demands of work and personal life commitments. We will strive at all times to live and work by the following values:

- Teamwork
 - To work together in a cooperative spirit without regard for lines of responsibility and individual goals.
- Innovation
 - We encourage innovative thinking, create opportunities, and not merely respond to those that come our way.
- Integrity
 - At all times we will conduct ourselves with the highest levels of honesty, integrity and ethics; and
- Respect
 - We value our national identity, individuality and diversity within the framework of FIBA. We will be courteous and respectful to each other, to our members, sponsors and associates.

5.0 [Governance: Risk and Compliance]

The compliance and risk landscape is continually changing. To remain strategically aligned to the requirements of local government, national and international governing bodies and the growth of basketball within Wales we will operate a governance, risk management and compliance strategy that

Page | 7





keeps pace with new legislation and stakeholder expectations. We will work closely with Sport Wales in order to achieve a secure and appropriate level of governance for the sport.

We will work with our stakeholders to put in place a GRC strategy, which will increase value and empower them to:

- Improve strategic board decisions by clearly defining the associated risks and opportunities
- Use proactive and effective monitoring to minimise unexpected incidents
- Protect and enhance our brand by capitalising on opportunities with minimal risk
- Increase the efficiency of doing business and lower the cost of compliance
- Avoid fines, penalties and damage to reputation
- Obtain a clear, consistent view on risk and risk appetite
- Use the right communication to enhance stakeholder relationships

We will develop good governance practices to become more efficient and effective in managing opportunities and risks facing the development of basketball within Wales. The impetus for change in this area has traditionally been due to negative publicity. The value of an integrated approach to governance, risk and compliance will be demonstrated through enhanced reputational value, employee retention value and increase revenue.

BW will challenge itself to develop a holistic and resilient approach to Governance, Risk and Compliance (GRC) that embraces change and the risks that it invariably brings. Operating practices and procedures will be put in place to drive our success forward based upon our ability to:

- Identify risk
 - **Types of Governance Risk facing Basketball Wales**
Governance risk can be tracked across four main organisational areas:
 - **Structure** - from boards and steering groups to business models and policy frameworks
 - **Operational Activities** - from new development activities and communication channels to operations, strategic planning and risk appetite.
 - **Information** - from financial performance and audit reporting to management, risk and compliance reporting
 - **People and culture** - from leadership at the top to accountability and transparency throughout the organisation, including relationships with local government and national and international governing bodies.

Governance risk will be assessed starting at Board level to present a clear view of the entire organisation and how the governance framework exists to control it.





GRC programmes will be embedded at all levels of the organisation. Training and education will be provided and defined roles and responsibilities will be assigned. The potential impact of people their behaviour and deviations from expected practices will be communicated

Governance arrangements in specific areas will be benchmarked.

- Embed a risk resilient culture
 - **Types of risk resilience**
There are two stages to becoming more resilient to risk:
 - **Identifying emerging risks** – Basketball Wales will develop a deep understand of the entire major risks they are vulnerable to.
 - **Managing risks more effectively** – Basketball Wales will regularly evaluate the effectiveness of their current risk management strategies to ensure they remain robust, relevant and meet the changing needs of both internal and external stakeholders.
 - The Board will dedicate sufficient time to the issue and nominate a responsible person for identifying and mitigating emerging risk.

6.0 [Business Objectives]

- Establish BW as a limited entity with the associated officers (Directors) and financial liabilities;
- Demonstrate effective corporate governance to grow the level of participation, achievement and excellence of all BW members annually;
- Strong fiscal management with defined roles and responsibilities including delegation of authority;
- Establish a business model that engages the community, strategic sporting alliances and Sport Wales support based upon the incredible, dynamic and exciting action taking place in the game;
- Identify and attract corporate sponsors who are aligned with the core values of BW and community development across the gender spectrum
- Active participation in FIBA and BBF governance for the betterment of national and international achievement;
- Coordinate the delivery and direction of community development through the placement of regional development officers and local authority funding initiatives';
- Promote the game of basketball in the community through school, club and youth organisations; and





7.0 [Organizational Structure]

- President/Chairman:
- General Secretary
- Directors
 - Director of Performance:
 - Director of Mini-Basketball
 - Director of Club Development and Competitions:
 - Director of Finance:
 - Director of Officials:
 - Director of Schools Basketball:
 - Director of Coach Education:
 - Director of Female Basketball Development:
 - Director of Child and Adult Welfare
 - Director of Legal Affairs:
 - Non-Executive Director of Strategic and Commercial Development:

7.1 [Roles and Responsibilities]

- **President/Chairman:**
 - One appointed or elected to preside over an organized body of people, such as an assembly or meeting
 - Provide strong leadership and direction aligned with BW culture, aims and objectives
 - Schedule, table agenda and preside over Board meetings
 - Joint signatory authority for the issue bank cheques
 - Nominated BW representative at British Basketball Federation [BBF] meetings
 - Nominated BW representative at FIBA Europe meetings
- **General Secretary:**
 - Delegated authority by the Chairman, relevant to the specific requirements of the task.
 - All administrative matters of the organisation
- **Director of Performance:**
 - All matters relating to player performance

Page | 10





- **Director of Finance:**
 - All matters relating to finances of the organisation.
- **Director of Officials:**
 - All matters relating to officiating basketball in Wales and further afield.
- **Director of Schools Basketball**
 - All matters relating to the development of basketball in the nation's schools.
- **Director of Coach Education:**
 - All matters relating to the development of Basketball coaches and coaching.
- **Director of Club Development and Competitions:**
 - All matters relating to club liaison and BW supported competitions.
- **Director of Female Basketball Development:**
 - All matters relating to the development of the game for both girls and women.
- **Director of Legal Affairs:**
 - Oversight of matters relating to the legal functions of BW
- **Director of Mini-Basketball (also disabled basketball liaison officer)**
 - All matters relating to developing the game at mini level.
- **Director of Child and Adult Welfare:**
 - All matters relating to welfare and safeguarding for all basketball participants
- **Non-Executive Director Strategic and Commercial Development**
 - Constructing a strategic development plan that deals with the interplay of three forces: Customer, Organisation, and Competition.
 - Good strategy development shall be a question-based process: Where are we now? Where do we need to go? How are we going to get there? How will we monitor when we get there? These requirements will be characterised and measured against:
 - Clear market definition;
 - Good match between BW strengths and the need of the market; and
 - Superior performance in the key success factor of the Association.





- Commercial development: Deliver an organisational culture that most effectively and efficiently creates the necessary behaviours for the development of superior value for our stakeholders and thus, continuous superior performance for BW.

8.0 [Development Strategy]

Competitions []

- Participation
 - Increase the number of clubs (demand led) over the next 3years that participate in North and South Wales regions and age groups.
 - All club players are BW registered and fixtures are honoured and subscriptions are paid
 - Schools are associated members of BW
 - Consider (with clubs) the formation of a National League in Wales.
- Achievement
 - Improve the standard of all competitions across the community, school, club and regions through coordinated support activities with affiliated Directors.
 - Continue to improve the standard of all BW national teams
 - Commence and sustain, close working relationships with BBF
- Excellence
 - Through participation and achievement drive basketball forward as a top three indoor team game within Wales in the next years. Contribute in a meaningful way to the BBF excellence programme.

Finance []

- Participation
 - To ensure all the financial systems of BW are robust, open and appropriate
- Achievement
 - To work closely with all partners, including Sport Wales, Banks, BBF, FIBA Europe, the NBA to ensure BW is a fiscally sound and profitable organisation
- Excellence
 - To ensure all accounts are appropriately audited and made public





Officiating []

- Participation
 - Increase participation in refereeing at all levels
 - To recruit, retain and develop qualified referees to meet current and future needs of basketball in Wales.
 - To develop and implement initiatives to widen the appeal of refereeing to the basketball community at all ages.
 - To develop and educate our Tutor and Assessor Resources
- Achievement
 - Establish and implement a quality development pathway for Refereeing.
 - Strengthen the management, administrative and technical resources throughout the community.
 - Raise awareness of refereeing
- Excellence
 - To define and facilitate a clear pathway for high quality referees
 - To increase the quality and quantity of referees, tutors and assessors through programmes of education, support and help at school, local/regional and national level.
 - The set annual targets for referee recruitment and retention and monitor progress.
 - To build up our F.I.B.A. Europe referee base

Schools []

- Participation
 - To create and sustain high quality schools participation, both at primary (mini) and secondary level.
- Achievement
 - To ensure a national schools competition is well organised and executed for all secondary schools in Wales.
 - To ensure that regional mini basketball festivals are organised and well supported for maximum participation and enjoyment.
- Excellence





- To ensure a clear pathway for all players from school to regional and national standards teams through the regional Centres of Excellence.

Coach Education []

BW needs to consider how many coaches, of what standards, are required today and tomorrow to meet the demand of a developing game. Significant efforts to increase participation of girls are required. BW will work closely with BBF in the promotion and delivery of a high quality coach education programme.

- Participation
 - Localised Coaching courses for Leaders and teachers awards within the 22 Welsh LA's.
 - Regionalised coaching courses for Level 1 Awards
 - Coaching ID card for all coaches.
 - Teachers resource pack for Fundamentals, skills & drills for large numbers and small spaces
 - Promotion of a Dragon Basketball Pack and support for all primary schools wishing to develop the sport in a class or club situation
 - Professional certificate (logo, hologram, embossed)
 - Logo marked USB storage pens for course resources
 - Basketball Wales stationary, note pads etc.
 - Advertising pop-ups for courses.
- Achievement
 - Full time post for BW as National Development Manager (working with SW, BBF and LA's, coach education, grass root development and clubs)
 - Build on the Coach Education database and make it a working database, with time scales for CPD and Up-skilling for all coaches on website.
 - Link with the Welsh ENDS program for the Coach Education pathway for Welsh Coaches to follow. Across all Wales.
 - Provide ENDS coach Education Pathway opportunities across all of Wales
 - BW hosts an annual coach Education conference free for all Welsh coaches, BW Elite coaches and some high level guest coaches to deliver on the conference





- Excellence
 - Centralised coaching course for a level 3 coaching Award (Mid Wales)
 - FIBA Coaching Certificate opportunities for 1 or 2 Welsh coaches every year
 - Coaches following the Welsh Coaching structure and tying into the Welsh National coaching progression.
 - Welsh National Coaches filtering CPD and a Welsh philosophy for basketball fundamentals to club coaches across Wales. A National Development Manager working with all Welsh Basketball Clubs and coaches would coordinate this.

Club Development [] Significant efforts to increase participation of girls

- Participation
 - Increase number of clubs through stronger links with schools and community initiatives
 - Establish links with E3 initiative
 - Support technical direction to educate schools and community providers
 - Provide technical support to clubs to allow them to maximise the funding available through local authority grants
- Achievement
 - Regionally, increase the number of boys teams at U14/U16/U18 and men's age groups by two, year on year for the next 3 years
 - Regionally, increase the number of girls teams at U14/U16/U18 and women's age groups by one, year on year for the next 3 years
 - Vertically integrated community, school and club structure established and resourced for sustainable development
- Excellence
 - Basketball club development considered being the top indoor sporting activity for all age and gender groups within the next 3 years.

Elite Development [- Performance]

Consideration to U16/U18 development squads, based upon players who didn't make national selection. Maintains interest, generates income. Significant efforts to increase participation of girls

Page | 15





- Participation
 - Participation at U14's, U15's, U16's, U18's boy's, men's and women's are at Elite program performance team level. Minimum 20 players per group.
 - Participation at all girls' age groups is below Elite program performance level.
 - Better promotion of girl's program on website
 - Funding to support girl's only clubs
 - Female role models
 - Targeted schools coaching program for girl's
 - Increase pool numbers of talented players in all age groups at trials level
 - Better talent identification through schools competition
 - Higher profile advertisement of trials
 - Complete mail list for all clubs and interested parties
 - A promotion budget for national teams advertisement
 - Level of participation at elite program level has a good spread of participants nationwide including players from outside of Wales. More could be done to gain access to players who are not UK based.
 - Better promotion of national team events on all social networks
 - All elite programs take part at 2 venues. Rhondda access and availability to participants is at elite performance team level. Sport Wales National Centre ability to book in advance and regularly proves difficult, so this facility is not utilised to its maximum
 - More frequent contact with booking officer at National Centre
 - Longer term calendar for events at National Centre
 - To lower the cost to participants to participate in elite program including coaches, travel,
 - Training fees
 - National team sponsor to cover all age groups
 - Annual budget for court hire
 - Travel grants for elite players and coaches travelling over 60 miles
 - Annual budget to cover flights for European competitions
 - National team mini bus.
 - Grant aid from sports council Wales at WIS for training and accommodation
- Achievement
 - ENDC Regional teams are the level between school and club coaching and competition and elite performance programs. The program has been running for 2 years, targets have been met
 - To give elite performance players and potential elite performance players access to more fundamental coaching. Target met.
 - To give elite performance players and potential elite performance players access to good standard competition. Target met





- Increase number pool of potential talented players available to trial with elite performance program at U15 boys. Target met
- Increase participation numbers of elite performance players at U15 boys. Target met
- Give opportunity to young coaches to work within elite program and take this information to regional level and club level. Target partly met
- Annual budget to each of the four regions to help cover equipment and court hire
- Nationwide advertising of Regional Centres and tournaments within clubs and schools
- Less emphasis on elite athletes, coaches and clubs competing in English national league
- More emphasis on Welsh based elite athletes, coaches and clubs. Working within Wales pathway, school, club, region, national and international
- Coaching qualification and development at elite level
- Funding support for assistant coaches and head coaches to gain further qualifications
- Funding support for assistant coaches and head coaches to attend International clinics
- Recruitment program to encourage more former ex female players to take up active coaching roles and support structure to assist with this
- Regular coaching workshops run by senior head coaches nationwide
- Increase fundamental levels of elite athletes
- Access to high standard fundamental coaching regularly. Minimum 8 hours per month on top of club and school coaching with ENDC coach
- Better access to facilities for individual practise
- National test for fundamental skills within clubs
- Funding to support ENDC coaches to work in a one on one setting with high performance players
 - Regular position based and not age based fundamental training sessions
- Increase performance at elite competition level
- More access to high standard International competition, home and abroad
- Opportunity for younger age groups to attend and observe International competition
- Increase the standard and frequency of competition within Wales by focusing teams on competing within Wales
- Increase age groups for ENDC regional competitions
- More funding to support strong domestic leagues across all age groups
- Setting of competition rules and guidelines to encourage player development
- Delivery of high level officiating for elite program
- Appointment of new director of elite officiating – Target met
 - Responsible for developing elite officials
 - Responsible for appointing elite standard officials to ENDC and national competition
 - Responsible for FIBA referees appointments and organisation



- The attending of potential elite referees to ENDC training sessions to better support elite athletes preparation
 - Assistant Performance Director – Target met
 - Responsible for the co-ordination of the ENDC regional tournaments
 - Responsible for the mid level of coach education and delivery and to be a stepping stone between low e.g.; schools and club mid e.g.; regional high e.g.; ENDC national teams
 - Decrease work load and increase efficiency with limited resources
 - Excellence
 - Increase overall performance of individuals and teams in BW elite programmes

Communications []

- Participation
 - Consider the basis for a revised communication strategy i.e. priority, timing and media for community, schools, clubs and national teams
 - How to promote the benefits of basketball competition and wellbeing for participants to community and schools initiatives
 - Improve promotion of BW activities and achievements to Sports Wales, FIBA Europe and NBA
 - Consideration of promotional benefits by attending future FIBA Europe General Assembly meeting
 - Establish links with best in practice organisations, to learn, adapt and grow, especially BBF activities.
- Achievement
 - Within one year
 - An effective, timely use of communication media to place BW activities at the forefront of community, club and country requirements
 - The effective communication of BW strategic development plan to the community, club and affiliated partners
 - Promotion of BW activities beyond Wales and alliances with BBF and other small countries within Europe
- Excellence
 - To lead our sport in innovative and adaptive communication and development initiatives for stronger sustainable development.

9.0 Strengths, Weaknesses, Opportunities and Threats





- **Participation**

- **Strength**

- Demonstrated interest in basketball [Local Authority 560 youth initiative], performance data rated basketball as a top three team participation event, ahead of rugby and soccer;
 - Natural talent of administrators, players, coaches, officials, statisticians within the community;
 - The pride in national development and success;
 - Clubs participating at English national league [Men & Women]
 - South Wales Valleys League: 3 division's seniors, juniors U10-U18 league. 24 teams
 - North Wales League: 1 division, seniors, 6 teams, U10-U18 league development.
 - Mid Wales league [10 teams-seniors]
 - 4 x u15 regional teams ENDC programme
 - Elite National development performance recognised and acknowledged within FIBA Europe
 - Elite Development Centre: Rhondda Fach Sports Centre, Tylorstown. Activities scheduled through to 2014
 - LEGEA apparel contract [2yr plus option to extend 1yr]
 - Local Authority integration [560 and E3 initiatives]
 - University UCS participation 7 x teams
 - National schools championship >90 schools U14-U16
 - End of season tournament U16 to Seniors competition [Terry Price Cup]
 - Community chest support and funding
 - Active participation with FIBA organisation [Chairman]
 - Desire to remain integrated with BBF initiatives
 - Basketball is a popular sport whether played as a sport or as a social activity.
 - Refereeing has a number of attractions.
 - It can be done by all age groups and both sexes.
 - It challenges continual improvement.
 - It is not subject to weather conditions.
 - It is an excellent way for developing physical conditioning – combatting the current obesity epidemic in childhood and adults.
 - Refereeing has a core of committed individuals who give their time & expertise on a voluntary basis for the purposes of administration, education, tutoring and logistics





○ Weakness

- No full or part time administrators and regional develop officers to facilitate organizational development and promotion;
- No Boys [U12, U14, U16] competitive structure; - apart from schools competitions
- No girls [U12, U14, U16, U18] competitive structure – apart from schools competitions;
- No girls club representation across age groups;
- Players participating across multiple age groups;
- Financially limited to promote and develop the game;
- Past poor working relationship with Sport Wales;
- Uncertainty of player, club and community activities [Registered and unregistered];
- No dialogue with non playing past participants
- Not enough development of Local Education Authority [LEA] and teaching links to communicate the life learning benefits of basketball;
- Clubs consistently failing to fulfil league and cup fixtures across all age groups;
- Uncertainty of player and club sustainability, aims and objectives.
- Limited Mini basketball programme
- **Basketball not registered as a dragon sport**
- No links with Welsh language youth movement URDD
- Standards of accredited referees, statisticians and team managers.
- Facility availability, cost of hire
- Requirement to support the integrate basketball as a core team sport within schools curriculum
- Improved links to E3 initiative
- Communication/marketing of the sport to Government, Local Authorities and Schools
- Communication: consideration towards a press officer. Evaluate communication strategy as priority
- Skills development: courses/technical leaders
- The refereeing community needs developing.
- The community is over reliant on too few individuals to administer and operate our activities; we lack potential candidates for succession.
- We are significantly under-funded. Lack of profile limits our opportunities for sponsorship beyond those companies already connected to our sport.
- Insufficient numbers participating at the highest level of the game including internationally.
- We lack sufficient and experienced personnel in the areas of Tutoring and Coaching.





- Threats
 - Support structure for leveraging 560 initiative participation
 - Education of coaches and refereeing within schools programme
 - Financial uncertainty
 - Lack of opportunity through competitive development
 - Reduction in the number of registered clubs;
 - Uncoordinated distribution of funding that dilutes the strategic development of basketball in Wales
 - Olympic momentum could divert player interest to alternative sports delivering greater opportunities
 - GB - BBF team development and funding
 - Volunteer driven organisation
 - Junior teams competing at ENL dissipates strength of competition in local competition
 - Financial climate
 - Competition from other areas of our sport
 - Demands of study, work and other social activities
 - Lack of adequate funding to provide for our current needs, and no provision to fund development activities.
 - Everyone involved in all aspects of refereeing development do so on an entirely voluntary basis
- Opportunities
 - Establish productive working relationship with Sport Wales
 - Develop good working relationship in all areas with BBF
 - Develop participation through schools, clubs and community links
 - Capitalize on momentum established as a result of 2012 Olympic games
 - Attract targeted funding and coordinated strategic development in conjunction with Sport Wales
 - Deliver a dynamic and competitive league for all gender and age groups
 - Establish improved links between North and South Wales to benefit from skills and knowledge sharing and development – including a new national league for all age groups.
 - Develop a coherent strategy for the development of basketball across Wales
 - Promote the benefits of basketball participation to schools, club and community
 - Establish/Improve links with LEAs' [Eg. Sporting Marvels]
 - Attract financial sponsors who have a similar life learning commitments
 - Reach out to Local Authorities/Sport Wales to identify applications for basketball funding





- Increased FIBA competition-Aspire to competitive Group B participants
- Improve continuity, pathways, development of playing structures
- Greater success in accessing funding streams
- Obtain increased numbers of FIBA coaching qualifications
- Apply for FIBA grant aid [Small countries initiative]
- Consider availability of equal opportunity funding to support girls/women basketball
- Establish 3x3 development programme
- Capitalize on the good will and positive energy from Basketball Wales and get disenfranchised individuals involved in refereeing again.
- Establish Referee Regional Associations to engage with & develop referees, and to promote refereeing locally.
- Promote Refereeing in schools & colleges.
- Increase participation numbers at all levels across the country.
- Develop innovative ways to increase membership
- Increase revenue streams through sponsorship
- Work extensively with BBF in the development of the game throughout the UK.

- **Achievement**

- Strength

- Commitment of volunteer members
- Natural ball playing skills of selected players
- National pride
- Development for Wales from within Wales
- Elite Development Centre: Rhondda Fach Sports Centre, Tylorstown. Activities scheduled through to 2019
- Exceeded expectations at Group C Eurobasket
- Recognition of Commissioner and Statistician at 2012 Olympic Games
- Participation of referees at European Leagues/Cup events
- The continuity of competitive structure within Wales that is delivering players of a high calibre
- UWIC [women] division 1 winners [ENL]
- Volunteers have the opportunity to participate and attain prominence

- Weakness

- Inconsistent development and retention of coaches and players
- Player identification
- Population
- North South divide
- Retention, development and continuity of individuals and teams





- Strategic development

- Threat

- Financial insecurity
- Demonstration of deliverable results
- Insufficient or no support from Sport Wales
- Inability to attract commercial sponsorship
- Registration of players

- Opportunities

- Collective achievement across the all layers of development
- Greater participation in a broader range of competitive structures
- Improved access to targeted resources across the development structure
- Club, regional and/or national participation in English National league
- Reach out to Local Authority funded [Community Chest/Grant] recipients to co-ordinate activities
- International coaching qualifications
- Commercial alliance with sponsors to promote both the wellbeing and team benefits of basketball
- Provide technical support to clubs to enable greater access to local authority funding
- Improved player development structure
- Establish a team capable of participating in the British Basketball League
- Appointment of a full time administrator
- Increase the number and technical ability of regional development officers
- Alignment with Sport Wales aims and objectives
- Establish positive communication links with Sports Wales
- Increased awareness and visibility of basketball activities within in the public arena
- Corporate identity and branding
- Technical competence structure for school and club leaders
- Establish communication with WRU/FAW to promote the mutual integrated benefits of basketball to the respective governing bodies
- Terry Matthews: Establish dialogue to determine if basketball can help/support TM young people initiative
- Improved access to Colleges/University programmes, technical support, access to player base
- Establish 3x3 development programme





- **Excellence**

- **Strength**

- Performance in FIBA Group C [U16,U18] 2011 boys championships
 - Closing the performance gap between England, Scotland and Wales
 - Commitment of volunteer coaches
 - Olympic participation
 - Officials with Eurobasket programme

- **Weakness**

- No player identification/development structure across schools, clubs and regions
 - No regional development officers
 - Few regular competitive matches
 - Volunteer based approach
 - Standard of club competition within Wales
 - No competitive representation at English national league
 - Co-ordinated coaching and player development strategy
 - Inconsistency of elite development performance across age group range
 - No BW pathway for Coach/officials/stats development
 - Establish a coordinated elite development strategy
 - Participation of girls/women in the game at [Players, Referee, Coach, Team Managers]
 - No established links with Skill Wales programme to improve access to schools and increased standards of coaching support
 - Non established links with good practice organisations to access and share good working practice
 - No Welsh national league structure
 - Cancellation of games

- **Threat**

- Sustainable, increased skills of Elite national age groups
 - Limited elite standard competitive structure;
 - Competitive opportunities;
 - Financial insecurity;
 - Goodwill of Rhondda Cynon Taff cooperation;
 - Poor academy structure
 - Lack of awareness of basketball in Wales
 - Technical direction and resources
 - Club vs. National development

Page | 24





- Training time [technical development] vs. game time
- No established Club mark [Quality mark]

- Opportunities

- Increase competitive exposure, e.g. Seniors only enter teams in BBL
- Target participation at Commonwealth Games [Australia] 2018 for both gender groups
- Achieve competitive participation in U20 division B [men/women] within 3yrs
- Develop performance milestones to establish a sustainable competitive standard across all age and gender groups
- Participate in a National/Celtic cup championship
- Improved working relationships with UK partners in BBF
- Establish recognised role models to encourage player/referee/coach development
- Commercial/financial support
- Establish a planning group to maximise the commercial/promotional benefits of the USA select event
- Establish Schools strategy development programme
- Improved public awareness through the promotion of international events
- Achieve greater participation of officials in FIBA registered courses
- Review integration of support services to improve player performance: Physical conditioning, physio etc.
- Establish 3x3 development programme

10.0 [Strategic Action Plans]

The Directors for each aspect of Basketball Wales's work will be responsible for detailing their strategic approach and actions – Details will be available from:

- **President/Chairman:**
- **General Secretary:**
- **Director of Performance:**





- Director of Finance:
- Director of Officials:
- Director of Schools Basketball
- Director of Coach Education:
- Director of Club Development and Competitions:
- Director of Female Basketball Development:
- Director of Legal Affairs:
- Director of Mini-Basketball (also disabled basketball liaison officer)
- Director of Child and Adult Welfare:
- Non-Executive Director Strategic and Commercial Development

Key Strategic Priorities for 2016-2019

Priority

1. To restructure the Board of BW in line with the Articles of the organisation to ensure that it is fit for purpose and high functioning – *completion date - 01/06/2016*
2. To ensure BW meets the requirements of the Sport Wales Review process – *completion date - 01/04/2016*





3. To work closely with BBF officers in the development of the newly created BBF organisation – *completion date 01/10/2016*
4. To ensure that individual Directors are clear on their roles and responsibilities and that progress is made in each Director's discipline – *completion date 01/06/2016*
5. To ensure that all matters concerning the work of BW are clearly transmitted to all BW members, throughout the use of the BW web-site and social media – *completion date 01/01/2016*

The following points are the areas of development, successfully carried out in the first two months of BW work in 2016;

1. Consolidation of the secondary schools cup competitions - semi final and finals.
2. Successful completion of the u16, u18 and senior men's SWBA cup competitions.
3. Successful completion a number of coaching and officiating courses.
4. BW referees have been officiating in FIBA competitions abroad.
5. League based matches have been undertaken both in north and south Wales by the various league committees.
6. Various BW Directors have been working hard on their areas of responsibilities.
7. The Articles of BW are in the process of being reviewed and updated - we will ensure that these are consistent with the BBF Articles.
8. BW has interviewed and appointed a new Head Coach for the Men's national team.
9. BW has interviewed and appointed a Commercial/Sponsorship non-executive Director.
10. BW has appointed Gavin Williams as General Secretary.
11. BW has completed a review and is now using a new set of financial procedures.
12. We have met and continue to work with officers of Sport Wales in relation to the Recognition Review requirements.





13. We have met with the BW kit sponsor and renewed our contract for national team uniforms
14. One of our Directors has been honoured nationally by Sport Wales for his work in disabled basketball.
15. A number of Directors attended the first BBF Joint Board meeting in Manchester and subsequent Women's international match v Albania.
16. Two Directors have worked with Deloitte on the BBF Strategy document.
17. SWBA has successfully acquired grant aid from Sport Wales to run upgrading courses for Grade 2 coaches.

To date Basketball Wales has;

1497 registered members with Basketball Wales (player, coaches, officials and team followers)

45 Affiliated Clubs (inc SWBA, NWBA and BUCS).

Strategic Plan Agreed BW Board - 09/03/16

