



2022-2025 STRATEGIC PLAN



ACKNOWLEDGEMENT OF COUNTRY

Basketball NSW acknowledges the Traditional Custodians of Country throughout New South Wales and their connections to land, sea and community in which we gather, meet and play. We pay our respect to their Elders past, present and future and extend that respect to all Aboriginal and Torres Strait Islander peoples.



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WORDS FROM THE CHAIR

I am honoured to present the Basketball NSW Strategic Plan for 2022 – 2025 on behalf of the Board. It outlines how we can realise our vision of basketball uniting communities and enabling participants to reach their potential whether it be as a player, official, coach, administrator, volunteer or a supporter regardless of ability, money, gender, culture or location. We have a unique opportunity associated with the increased profile of our sport following the Boomer's Olympic medal and leading into the 2022 FIBA Women's World Cup to be hosted in Sydney.

In setting this strategy, we also considered the disruption and impact the last two years of COVID related restrictions had on our game, our local associations and all our participants across the State. The resilience and commitment shown by all of those involved to keep our sport operating was remarkable. This strategy incorporates the following insights:

1. The need for human interaction, belonging and a sense of community beyond physical health: Feedback from our customer research carried out by the University of Sydney is that basketball is fun, welcoming, competitive, friendly and inclusive. We need to leverage these strengths to reach more people and focus on the social and mental benefits of our sport.
2. The organisations that adapt to changing environments and consumer needs are those which survive and thrive: This is not just a BNSW strategy but a basketball in NSW strategy as it was built on numerous workshops, interviews, focus groups and formal customer research with all stakeholders in our game. To deliver, we need to be continuously learning, listening and innovating which is reflected in our value of agile and collaborative as well as the identified enablers.
3. When people, communities and organisations come together for the common good, amazing things can be achieved: The collaboration and respect displayed in our basketball family in its response to COVID was outstanding. The culture of our sport is the foundation of this whole strategy reflected in our values of teamwork, trust and integrity, respect and agile and collaborative.
4. Each level of a federated model has an important role to play (as demonstrated by our government response) but roles need to be clear and dependencies understood: Basketball Australia, BNSW and each local association is key to realising our vision. We all have our individual roles and strengths but have collective responsibility to work together as outlined on slide 8.

Lastly, I wish to thank Maria Nordstrom and all the management at BNSW bringing this strategy to life. Their hard work to absorb all the stakeholder feedback combined with the Board's articulated ambition to create this document was exceptional. This is not just words on a page, this is what we commit to delivering and how we commit to operating and we encourage all our associations, participants and basketball community in NSW to join and help us on this journey.

Jennifer Dean
Chair of the Board

JOURNEY OVER THE LAST 5 YEARS

Basketball NSW is committed to strengthening the sport's fundamentals so that our member associations and athletes competing in our leagues can compete with the best in the country.

The last 5 years saw the game pivot in popularity and we started to grow exponentially. Basketball NSW was focused on a 3-year restructure plan, setting up the sport up for a position of upward momentum. This report shows a consistent growth across the state with COVID-19 impacting 2020 and 2021 organised member participation. We envisage the sport will bounce back post COVID restrictions to the 2019 growth trajectory. The participant member report shows the target in the previous strategic plan were achieved by the 31 December 2019. The overall participation numbers continued to grow linked to a strong focus on Sport Australia's Sporting Schools program across the state.

Registered Members	Y1 2016 Actuals	Y2 2017 Actuals	Y3 2018 Actuals	Y4 2019 Actuals	Y5 2020 Actuals	2021 Target	YO Y 2016-2017	YO Y 2017-2018	YO Y 2018-2019	YO Y 2019-2020	2016-2020	% of 2021 Target Achieved as of 31 Dec 2020
Country	23,307	23,204	24,374	27,905	26,611	26,200	↓ -0.4%	↑ 5.0%	↑ 14.5%	↓ -4.6%	↑ 14.2%	↑ 101.6%
Metro	30,592	31,758	36,412	39,736	34,834	37,500	↑ 3.8%	↑ 14.7%	↑ 9.1%	↓ -12.3%	↑ 13.9%	↓ 92.9%
Totals	53,899	54,962	60,786	67,641	61,445	63,700	↑ 2.0%	↑ 10.6%	↑ 11.3%	↓ -9.2%	↑ 14.0%	↓ 96.5%
Female Participation	32%	30%	29.5%	28.7%	28.3%	38%	↓ -2.0%	↓ -0.5%	↓ -0.8%	↓ -0.4%	↓ -3.7%	↓ 74.5%
Associations												
Registering Members	83	82	82	81	81							
Programs Sporting Schools												
Programs	246	257	282	295	318	10% YO Y						
Participants	11,316	12,748	29,500	30,710	29,085		↑ 12.7%	↑ 131.4%	↑ 4.1%	↓ -5.3%		
Programs Aussie Hoops												
Participants	4,200	4,859	5,439	6,738	4,698	10% YO Y	↑ 15.7%	↑ 11.9%	↑ 23.9%	↓ -30.3%		
Total Participants*	71,000	80,309	136,952	198,318	183,810	200,000	↑ 13.1%	↑ 70.5%	↑ 44.8%	↓ -5.7%		↓ 99.2%

* Recognised Participants includes registered members, plus Aussie Hoops, Sporting Schools, Parents of Junior participants, 3x3 Community Hustle participants, Walking Basketball participants, Directors of associations and database administrators.

WHAT OUR MEMBERS HAVE TOLD US

In 2021, Basketball NSW contracted the SPRINTER group from the University of Sydney who undertook a survey with its member base to better understand their members' engagement with the sport. The key feedback from this survey has been incorporated into this strategic plan.

WHO WE ARE

5%
Aboriginal /
Torres Strait Islander
Participation

72%
Male

28%
Female

67%
Of Participants Were
5-17 Years Old

Basketball Members
Born Outside of Australia

1. Philippines
2. USA
3. New Zealand
4. United Kingdom
5. China

Languages Spoken
Other than English

1. Tagalog
2. Cantonese
3. Arabic
4. Spanish
5. Mandarin

84%

Eligible Members
Used an Active Kids
Voucher in the Last
12 Months



31%

Eligible Members
Used Both of Their
Active Kids Vouchers
On Basketball

PARTICIPATION

The Average Participant Spends



Typical Basketball Session Time



New Players Rated

8/10

For Fun and Enjoyment

Participants Describe the Basketball Community as:
Fun, Friendly, Competitive, Welcoming, Inclusive

MOTIVATION TO PLAY

Children Said:

1. Fun and Enjoyment
2. Improving Skills and Coordination
3. Being Part of a Team
4. Improving Fitness and Performance
5. Spending Time with Friends

Adults Said:

1. Fun and Enjoyment
2. Improving Fitness and Performance
3. Spending Time with Friends
4. Playing Competitively
5. Being Part of a Team

WHAT OUR MEMBERS HAVE TOLD US

POSITIVE IMPACTS OF BASKETBALL

PLAYERS

Positive Impacts Reported by Local Children and Adult Players

- Skills and Coordination
- Strength/Fitness/Flexibility
- Ability to Work as a Team
- Self Confidence
- Social Connection
- Energy Levels and Mental Wellbeing
- Overall Health

NON-PLAYERS

What Drives Non-Players?

47%
Develop
Athletes

49%
Giving Back/
Community

46%
Join Family
Members

**50% of Non-Players Plan to
Continue over the Next 12 Months**

**20% of Non-Player Roles Noticed
A Boost to their Social Connections**

21%
Male

14%
Female

Only a Small
Percentage of
Non-Players
are Paid

**MORE
MEN THAN
WOMEN**

Coaches, Officials
& Team Members

327
Minutes
per Week

Average Time
Commitment for
a Volunteer

WHO IS DROPPING OUT OF BASKETBALL

15-17
Year Old Girls

15-34
Year Olds

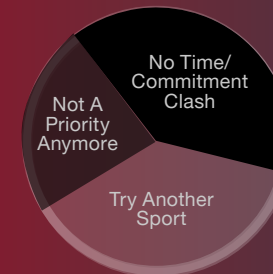
**Female
Members**
Had Higher Odds

People From These Regions:

1. New England & North West,
2. South East Tablelands,
3. North Coast, and,
4. Central West Orana Regions

Members From the Most
**Socioeconomically
Disadvantaged**
Areas (1st SEIFA Quartile)

MAIN REASONS FOR QUITTING



Lowest Rated Aspects of Basketball

Value of Money	5.8/10 ★★★★☆
Skill/Experience of Coach, Referee, etc.	6.2/10 ★★★★☆
Quality of Facilities	6.3/10 ★★★★☆
Inappropriate Team Allocation	6/10 ★★★★☆

Lost Players Felt:

EXCLUDED from the team by a coach or other players

NO TEAMS to participate with

INAPPROPRIATE team allocations

games are **TOO LATE** in the evening

NO SUPPORT to develop skills

ROLES AND RESPONSIBILITIES FOR BASKETBALL IN AUSTRALIA



Basketball is governed by a federated governance framework in Australia. It's a system in which each organisation plays a crucial role in the game's execution. Basketball NSW was founded in 1938 and has a long and illustrious history of bringing the sport across the state. Basketball has a number of stakeholders, the most important of which are its member associations. All stakeholders play an important role in bringing basketball to the state's devoted participants.

The future development of the sport is inextricably related to aligned stakeholders and open, transparent, and timely strategic collaboration and communication.



A close-up portrait of Maria Nordstrom, the Chief Executive Officer of Basketball NSW. She has blonde hair and is wearing a black top with a colorful, patterned scarf. She is resting her chin on her hand, which has a red ring.

WORDS FROM THE CEO

The landscape in which we operate has changed in the last 5 years and today basketball in Australia and New South Wales is setup for significant growth. The new strategic plan is strongly geared towards delivering on this opportunity across the state, with more children and adults alike looking to participate in our game.

Sport is Australia's mantra, and we thrive in our sporting cultures where everyone can have a fair go irrespective of background, age, or ability. These overarching social trends in our community landscape are creating conditions in which our sport can thrive.

Securing FIBA Women's World Cup 2022 to Sydney has further accelerated the focus to build strong participation platforms and programs to expand access to basketball and provide opportunity for people to play, gather and connect in their local environment, as well as extending the core offerings into the new markets across the state. With this focus we believe we can attract more investment in the sport which will further perpetuate the opportunity for participation at all levels.

Our core focus is to build towards gender equity and provide a platform for leadership development and unique programs for women and girls under the umbrella of "I am a Girl I can do anything". We are also building a platform to provide opportunities for children from CALD and Aboriginal and Torres Strait Islander backgrounds to have improved access to our sport through our community partnerships. As a family and multi-generational sport, we are also focused expanding our programs for all abilities and ages.

While it is clear our stakeholders support a growth agenda and possess a strong desire to expand our offerings and markets to provide opportunity for the number of people who enjoy our game, we need to build more indoor and outdoor courts to facilitate this opportunity across Greater Sydney and NSW. The ability for the sport to grow and unlock its popularity sits with the facilities expansion.

Our focus is to establish a "home" for basketball – Centre of Excellence coupled to state-wide excellence hubs over the next 4 years.

Basketball NSW commenced the consultation process at the NSW State Conference in 2019 and has conducted end user surveys and focus groups to support the development of this Strategic Plan which includes a key action plan for the next four years.

Basketball in NSW's Strategic Plan lays out a clear pathway for growth, with defined key goals and alignment to stakeholder priorities, specifically in the areas of facilities development, association governance and referee & coach education.

On behalf of Basketball NSW, I would like to thank the stakeholders who participated in the consultation through online feedback surveys and face-to-face consultations to establish this Strategic Plan for 2022-2025.

Maria Nordstrom
Chief Executive Officer

OPPORTUNITY

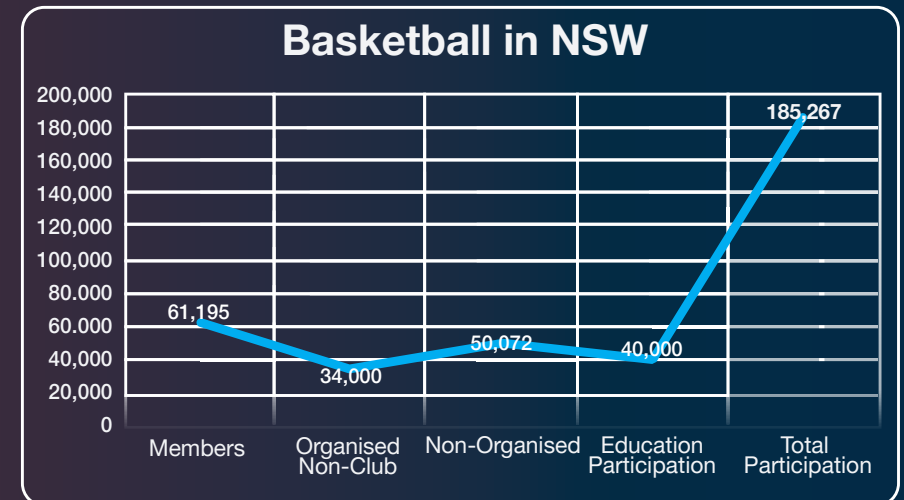
Basketball is the game of choice for over one million Australians.

It is now one of the most popular team sports for both men and women as well as boys and girls in this country. It is also a truly a national multi-generational sport, played in high numbers across all age groups. Basketball has the highest participation rate of Aboriginal and Torres Strait Islander people and a female participation rate of 28% in NSW with numbers slightly higher in regional areas.

Basketball is immensely popular irrespective of gender, abilities, age and background. Its ability to be everyone's game provides it with a unique platform to become the largest participation sport in NSW. Sport Australia's State of Play provides participation numbers for Basketball in Australia. The current participation data shows 1,100,905 participate in basketball across Australia.

We will continue to build towards gender equity and provide a platform for leadership development and unique programs for women and girls under the umbrella of "I am a Girl I can do anything".

Basketball is popular in school age children with most private boys and girls school providing large basketball programs. Sport Australia's Sporting Schools program is a focused platform for growth across the state. Basketball is the #3 sport in NSW behind tennis and gymnastics with over 320 programs and 35,000 participants in 2020.



Source: AusPLAY data 2020

The highest priority and opportunity is the construction of new courts and stadiums in locations where the sport experiences constraint today.

This plan is focused on regaining the Pre-COVID growth trajectory with more courts in the final stages of approval, planning and construction. We believe the projected growth is achievable as the sport is popular and well organised.

There are currently 141 new courts in the pipeline across the state.

The estimated members per court varies from metro to country and from location to location:

An accepted average participation Number per Court/Week is: 500

Courts to be completed in 2022:

23 New Courts (x500)
10,500 Est. New Members

Courts to be completed in 2023/24:

45 New Courts (x500)
22,500 Est. New Members

Courts to be completed in 2025/27:

Opportunity is 59 court
20 New Courts (x500)
10,000 Est. New Members

VISION

Basketball unites communities by enabling participants to realise their potential through every level of our game

PURPOSE

To realise the potential of everyone;
We are working together to realise the potential of everyone,
strengthening the basketball community and making the sport accessible to all

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TEAMWORK

TRUST & INTEGRITY

RESPECT

AGILE & COLLABORATIVE

WHAT WILL BASKETBALL LOOK LIKE IN 2025

Key Success Factors



100,000

Member Participants and

500,000

Participants in Basketball



Deliver a
**High Value
Customer
Experience**

for all ages, abilities, gender
and backgrounds



**Centre of Excellence
in Sydney
and
Excellence Hubs**

across NSW providing
consistent resources,
programming and education



We continue to attract

**National and
International Events**

to invest back into the
local economies in NSW



We are a
**Cohesive
Community**

operating our sport with a

Positive Culture



**New Generation of
Leaders Driving the
Sport**



Basketball owns its
Position and Brand

and have a

**Unified Tribe for
Everyone**

STEPS TO SUCCESS



GROWTH OBJECTIVES
WHAT WE NEED TO DO TO **ACHIEVE**
OUR **BASKETBALL GOALS**



ENABLERS
TO **UNLOCK** GROWTH
IN OUR SPORT



FOUNDATION
WHAT WE DO **EVERY DAY** TO
GROW A POSITIVE CULTURE



Community & Participation

Deliver a high-value consumer experience through programs and products relevant to our market



Capacity Building

Strengthening those who service our community at every level



Pathways

Provide the best state leagues and high-performance development in Australia



Data & Systems

All our systems are integrated and we base our decisions on evidence



Membership Model

Our membership model provides incentives for growth at all levels



Facilities

Focused to build more courts in the right locations to unlock growth



Funding

Diversify our funding and grow our program portfolio



Marketing

Consumer focused, integrated & demand driven

Communication & Collaboration

We collaborate and communicate with our stakeholders in a timely and effective manner

Diverse & Inclusive

Our culture is anchored in acceptance and respect

People & Culture

We have an engaged and diverse team with the right skill sets to grow the game

Governance & Leadership

We lead our sport through strong governance and sound business practices

FOUNDATIONS OF BASKETBALL

Communication & Collaboration

TARGETS:

Stakeholder engagement & communication framework implemented by 31/03/2022 and reviewed annually.

Average customer satisfaction survey result of **80%**

Achieve a net promoter score **40**

We collaborate and communicate with our stakeholders in a timely and effective manner, and they inform our continued strategic direction.

- Collaborate and communicate with all our stakeholders in a co-designed communications framework
- Hold forums, conduct customer satisfaction surveys and bi-annual focus groups to empower our stakeholders
- Provide a customer satisfaction survey platform for all BNSW activities and stakeholders
- Proactively engage with the new generation of parents and participants so they can inform our decisions to evolve the sport

Diverse & Inclusive

TARGETS:

Strong and diverse leadership and participation across the sport:

Indigenous and CALD participation **25%**

Female participation **40%**

Annual State Wheelchair league & SPP program

Intellectual Impairment participation **2,000**

Walking Basketball Programs **100**

We are diverse and our culture is anchored in acceptance and respect.

- Our Reconciliation action plan (RAP) is a living integrated strategy for Basketball in NSW, and we live the values every day
- Indigenous and CALD representation on our committees and boards
- Continue to have strong female leadership representation at all levels of our sport
- Diversity is the focus in everything we do and aim to lower the barriers to entry to ensure everyone can participate
- Wheelchair programs embedded in standard offering in our Waratah League and State Performance programs
- Establish intellectual Impairment programs across all regions of NSW
- Continue to provide intergenerational and social programs such as walking basketball, connecting participants to the local associations and community

People & Culture

TARGETS:

We attract and retain talent with annual targets met.

Positive culture with a new generation of leaders across the sport.

Conduct 360- degree employee and volunteer surveys annually with targets.

We have an engaged and diverse team with the right attitude & skill sets to grow the game.

- We have the right people in the right roles with the right attitude and skill set to continuously improve customer experience
- We attract talent and develop our staff and volunteers to continue to improve
- We build resilience in our people through mental health and positive psychology programs

Governance & Leadership

TARGETS:

Child safety strategy and education plan implemented 2023

Governance review completed by end of 2023

Balanced scorecard with annual KPIs

We lead our sport through strong governance and sound business practices.

- Child safety is our sport's highest priority and the focus in everything we do
- We undertake a governance review to evolve Basketball and Basketball NSW ensuring our constitution supports the sport's future strategic direction
- We operate with a prudent financial and risk management framework and manage the business through a balanced score card and key performance indicators

KEY ENABLER - DATA & SYSTEMS AND MEMBERSHIP MODEL

TARGETS:

Member and participation data registration system EOI and evaluation completed by December 2022

Active Xchange / SportsEye Pro implemented 31/12/2021 with annual data updates to keep currency

Bi-annual consumer survey feeding insights to strategy review

Customer satisfaction surveys for all activities with relevant targets met

All our systems are integrated and we base our decisions on evidence.

The Basketball Network (TBN) is our Integrated, data and systems strategy which includes:

- Fit for purpose integrated member registration and management system including competition management, referee scheduling and referee and coach accreditation including a comprehensive reporting tool
- Data analytics tool fully implemented with participation rates and demand conversion by LGA with each local council Sport and Recreation Master plan and BNSW facilities demand strategy integrated in one system (Active Xchange/SportsEye Pro)
- Bi-annual Sydney University SPRINTER survey and other customer satisfaction surveys to provide input to our annual strategy evaluation and priority action plan

TARGETS:

New membership model
1 January 2024

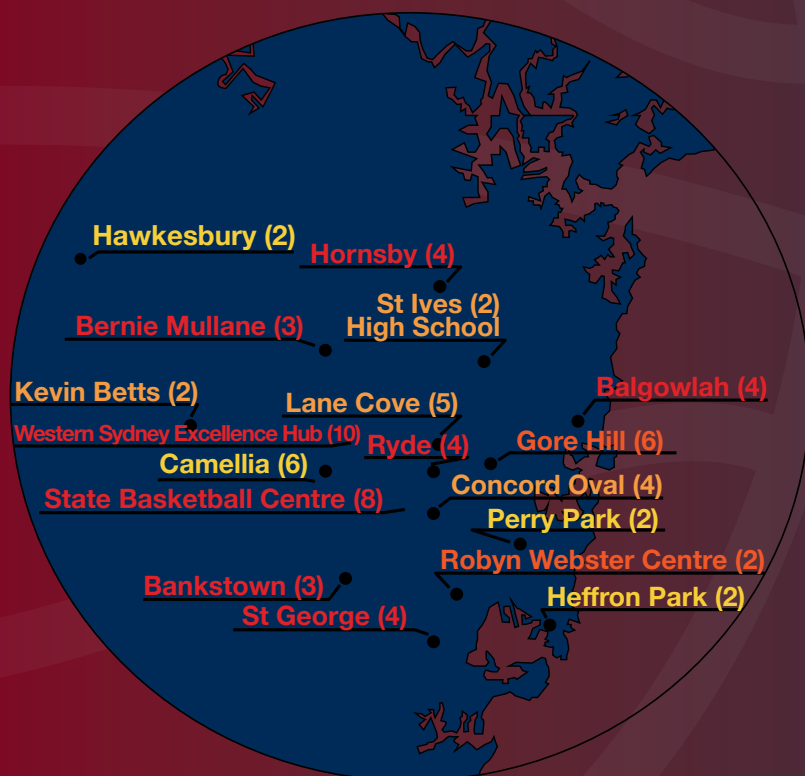
Retention targets
implemented 2024 with
annual reviews

Basketball's membership model provides incentives for growth at all levels and is fully integrated into our membership registration and management system.

- Establish a membership working group with representation from large, small and micro associations across metro and regional NSW to build an appropriate membership model for basketball for the next 10 years.
- Establish a new membership model including the following:
 - » Membership model geared to incentivise growth at community, sub-elite and elite level while keeping the sport sustainable long-term
 - » Review cost of entry for social participants and gear it to expand participation in community basketball across the state
 - » Establish a participant member journey activation plan to improve our participants understanding of the sport to improve retention

KEY ENABLER - FACILITIES

To unlock Basketball growth, more indoor venues are required across the state. Basketball NSW are pro-actively focused on moving from a static facilities strategy to a state-wide dynamic facilities strategy updated annually to support this strategic goal. The facilities strategy will use Active Xchange/SportsEye as the preferred platform in line with NSW government's desire for sport to move to the online platform. This plan outlines the current facilities priority pipeline, and it identifies where the projects sits in the pipeline. The current focused expansion plan includes 141 new courts across both Greater Sydney and regional NSW. Constraint in specified locations is based around the association's inability to accept more participants as well as providing service to other sports on top of basketball's demand. All proposed facilities are multi-sport indoor sports venues.



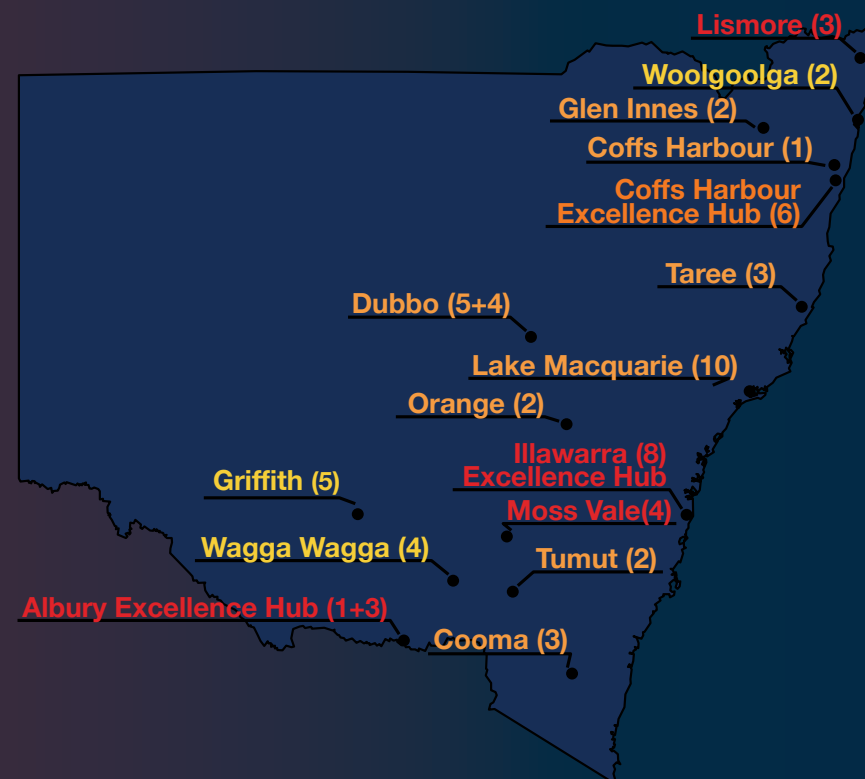
73

NEW COURTS IN
METRO NSW



HIGH PRIORITY ITEMS:

Dynamic state facilities strategy reviewed annually in Active Xchange and aligned to Future Needs of Sport. Basketball NSW to expand resources and work in collaboration with its associations to maximise facilities growth. Centre of Excellence and Excellence Hubs completed and BNSW has moved to the new facility. Access agreements in place with School Infrastructure NSW for facilities across the state.



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NEW COURTS IN
COUNTRY NSW

KEY ENABLER - FUNDING & MARKETING

TARGETS:

Diversify funding by \$1m per annum by 31/12/2025

Replace NSW state government funding by 31/12/2023 for our FWBWC22 legacy programs

Basketball NSW wants to diversify its funding so that it may reach more children across the state with relevant activities and resources, as well as market those programs to increase participation.

- Create a philanthropic engagement plan and a fundraising and giving strategy that includes Basketball NSW Foundation
- To maximise participation growth, develop an aggregated sponsorship approach
- Maximize grant and commercial support for infrastructure and platforms for women, Indigenous peoples, and CALD children, so that more children can participate

TARGETS:

Fully executed marketing strategy and activation plan with annual targets met

Co-created stakeholder and engagement & communications plan implemented with annual reviews

Marketing and brand guidelines fully supported by 100% of our associations

Sporting Schools 70,000 in 600 programs

Our marketing is consumer focused integrated & demand driven.

- Create a demand marketing strategy and efforts that are centered on ambassadors and storytelling
- Annual evaluation of co-created stakeholder engagement and communications plan, including Board engagements
- Create a social media strategy and action plan that maximises stakeholder reach and engagement across all relevant channels while meeting annual goals
- Sport's brand strategy guidelines are fully supported and implemented by our associations
- Create a school marketing strategy for acquiring school programs and events, as well as a transition activation plan for players into organised play, to make Basketball the #1 sport for Sporting Schools in NSW

GROWTH OBJECTIVES

Community & Participation

TARGETS:

Participants	500,000
Members	100,000
Juniors	65,000
Aussie Hoops (LTP)	15,000
"I am a Girl"	12,000
Dads & Daughters	2,000
School holiday activities	10,000
Naismith Forums	10

Deliver a high-value consumer experience across NSW through initiatives, products, and resources that are relevant to our markets.

- A strong commercial foundation for learn-to-play programs that promote the association's brand and is marketed to attract new participants
- Each year, the "I Am A Girl" platform grows, with the Dads and Daughters program becoming an integral part of each association's core delivery
- FWBWC22 legacy programs connect and retain long-term participation in the sport
- Community partnership programs expanded with opportunities for children of Indigenous and CALD backgrounds to participate in basketball
- Social impact programs established inner-city, western Sydney and remote areas of NSW basketball
- The Naismith Forums and regional carnivals expanded to provide more opportunities for people to play, gather and connect

Capacity Building

TARGETS:

NSW Excellence Hubs
9 Country / 6 Metro

"Association in a Box" platform with annual content review / adoption 75%

Implement **Technical Officials and Coaching education and development strategy** with growth targets by 31/03/2022

Improved understanding of Technical Officials & Coaching pathways measured through surveys

Annual youth & Leadership program – 1,000 new youth leaders by 2025

Strengthen those who service our community at every level.

- "Excellence Hub" model optimising resources and programming to provide consistent service to our communities
- "Association in a Box" – induction training for boards and committees including a resource guide with a stakeholder engagement framework
- Technical officials and coaching strategic development plans aligned to growth strategy with a strong focus on roles, responsibilities and communication to build trust
- Accelerated referee and coaching pathways for women, indigenous and CALD
- Integrated technical official program manager's and referee development manager's education and development program to provide consistent development of referees
- Dedicated women and youth leadership training coupled to social impact project/program (Basketball for Good)

Pathways

TARGETS:

Competency pathway framework implemented for all roles by 31/12/2022

High Performance and league sponsor investments \$500,000 / annum

Grow junior state leagues with 12% of players participating across NSW

NBL1 East, U20s and Wheelchair league competitions core events on league calendar

3x3 HUSTLE competitions – 12 / annum

Provide the best state leagues and high-performance development in Australia.

- Competency based pathway framework for player, coach and technical officials and expand player pathway to include 18+
- Seek financial investment and partnerships for high-performance development pathway programs, tournaments and State teams to lower financial barrier to entry
- Accelerated programs and talent ID to drive high performance participation in indigenous and CALD groups.
- 65,000 juniors by 31 December 2025 retaining 12% of players participating in state leagues coupled to referee and coaching # growth.
- Implement NBL1 East and seek ways to evolve and commercialise Waratah League U20, U23, Waratah 2 and wheelchair league
- 3x3 HUSTLE competition system culminating in a BIG HUSTLE each year





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