



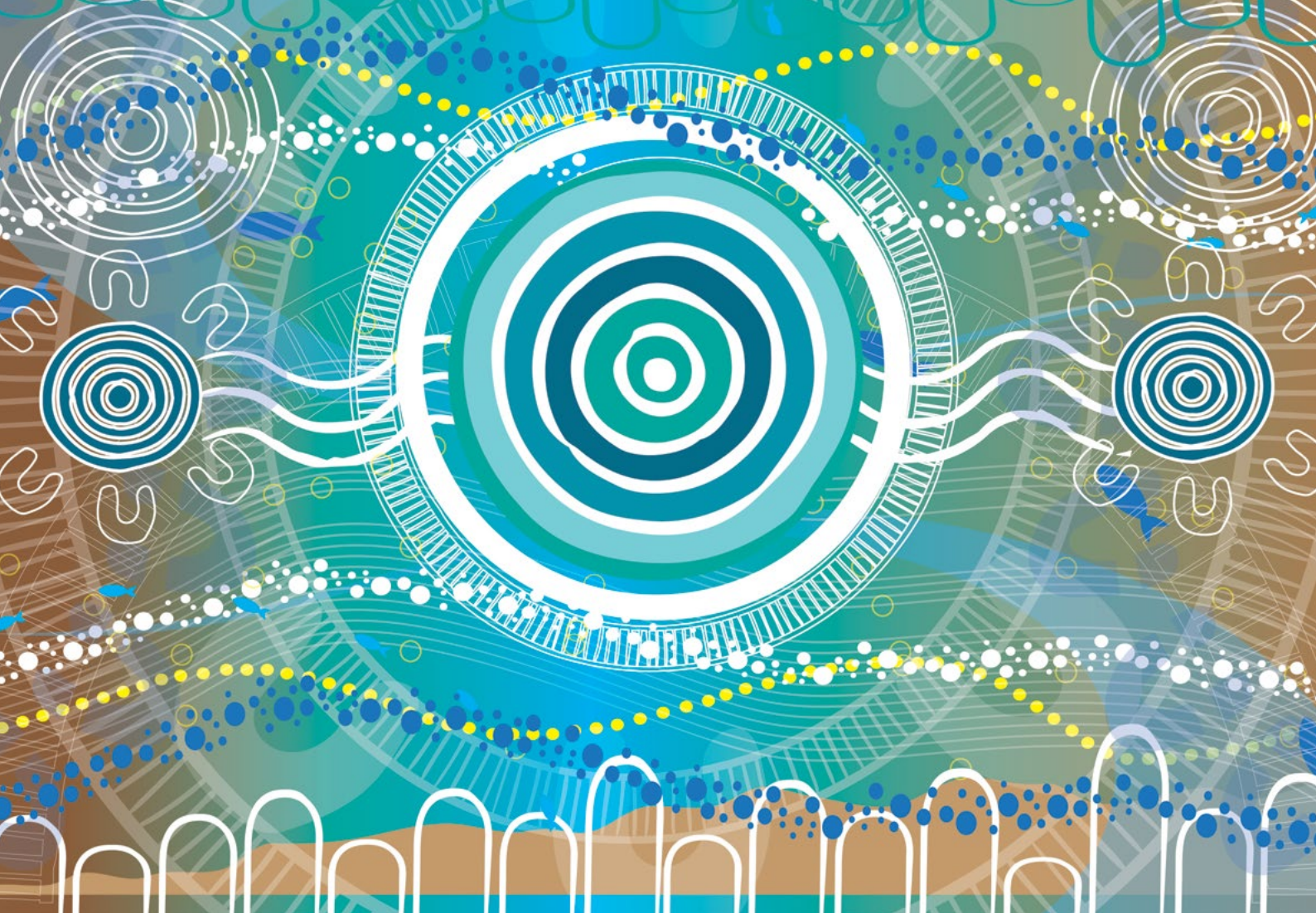
# **BASKETBALL NSW**

## **2022-2025**

### **STRATEGIC PLAN -**

### **PROGRESS REPORT**

**BNSW.COM.AU**



## **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 AND PRESENT AND EXTEND THAT RESPECT TO ALL ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES TODAY.

## **BASKETBALL IS EVERYONE'S GAME**

WE STRIVE TO CREATE A SAFE AND INCLUSIVE ENVIRONMENT FOR EVERYONE IN THE BASKETBALL COMMUNITY. WE ARE COMMITTED TO FOSTERING GREATER REPRESENTATION, ACCEPTANCE AND UNDERSTANDING OF DIVERSE BACKGROUNDS AND EXPERIENCES. WE BELIEVE THAT BY EMBRACING DIVERSITY, WE CAN CREATE A CULTURE WHERE EVERYONE FEELS VALUED AND RESPECTED.



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**BASKETBALL NSW**

# **EXECUTIVE SUMMARY**

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# EXECUTIVE SUMMARY

**I AM PLEASED TO PRESENT TO YOU OUR PROGRESS REPORT ON OUR 2022-2025 STRATEGIC PLAN.**

As we embark on this journey to assess our accomplishments, challenges, and the path forward, it is essential to reflect on the vision and goals we set out to achieve. Our strategic plan serves as our roadmap, guiding us toward a brighter and more prosperous future for both Basketball NSW and for Basketball in NSW.

In this report, I will provide an overview of actions along with progress for each of the key enablers as identified in the strategic plan. Additionally, we will candidly address any setbacks or obstacles encountered along the way, emphasising our commitment to learning from these experiences.

Our journey toward achieving our strategic goals has been marked by dedication, collaboration, and the relentless pursuit of excellence by our team. Their hard work and unwavering commitment have played a pivotal role in our progress thus far.

As we move forward, we remain steadfast in our determination to meet the challenges ahead and to adapt to the evolving landscape of our industry. Our strategic plan continues to be the foundation upon which we build our future success, and we are excited to share our progress and insights with you today.

Thank you for your continued support and trust in our vision. Together, we will shape a more prosperous and successful future for our organisation.



**MARIA NORDSTROM**  
*CEO - Basketball NSW*







# BY THE NUMBERS

## '22 NSW RECOGNISED PARTICIPANTS

**274,000**  
RECOGNISED PARTICIPANTS **UP 40%**

## '22 NSW REGISTERED PARTICIPANTS

**85,820**  
REGISTERED PARTICIPANTS **UP 34%**



**72%**  
MALE



**554**  
PROGRAMS  
**47,277**  
PARTICIPANTS



**58** ACTIVITIES  
**1,454** COACHES  
INTERACTED WITH.



## AUSTRALIAN REPRESENTATIVES

**30** PLAYERS  
**5** COACHES  
**11** REFEREES  
INCLUDES INTERNATIONAL FRIENDLY GAMES



**28%**  
FEMALE



**110** ACTIVITIES  
**1,518** TECHNICAL OFFICIALS  
INTERACTED WITH.



**5.2%**  
INDIGENOUS  
BACKGROUND\*

**3** CENTRE OF  
EXCELLENCE  
SCHOLARSHIPS  
**34** AUSTRALIAN  
DEVELOPMENT  
CAMP ATTENDEES

**155** STATE  
PERFORMANCE  
PROGRAM  
**174** DEVELOPING  
ATHLETE  
PROGRAM



**3** NBA  
GLOBAL ACADEMY  
SCHOLARSHIPS



**8.3%**  
CULTURAL &  
LINGUISTICALLY  
DIVERSE BACKGROUND\*



## COMMUNITY DEVELOPMENT PROGRAMS

**309** JAMBOREE  
PARTICIPANTS

**574** SKILLS DAYS / HOT  
SHOT PARTICIPANTS

**683** COUNTRY DEVELOPMENT  
PROGRAM PARTICIPANTS



**1%**  
HAVE A DISABILITY\*

## COMPETITIONS THROUGHOUT NSW



**596**  
TEAMS  
**52**  
ASSOCIATIONS

**4,412** GAMES

**6,724** PLAYERS

**5,566** JUNIORS

**1,158** SENIORS

## AUSSIE HOOPS - NSW



**50** PARTICIPATING  
CENTRES

**10,203**  
PARTICIPANTS **UP 65%**



**.5%**  
GENDER DIVERSE\*

\* optional questions that appeared on online participant registrations forms.



# KEY ENABLER, ACTIONS AND PROGRESS

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## KEY ENABLER, ACTIONS AND PROGRESS - DATA & SYSTEMS

### KEY ENABLER

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

### ACTIONS

1. To establish a Basketball NSW Platform Taskforce, which will review and agree on minimum viable product requirements for community sport to deliver basketball. This includes whether the sport requires a one-size-fits-all solution, or whether multiple platforms may be used.
2. To undergo a formal tender process for the procurement of a technology vendor to assist with Basketball NSW's Digital Platform strategy.
3. To work with ActiveXChange/Sports Eye Pro in enhancing the quality of data to showcase participation rates and demand by each local government area (LGA).

### PROGRESS

- (1) The Basketball NSW Platform Taskforce completed its work in 2022.
- (2) Basketball NSW went to market in December 2022 for its technology vendor, this process had 14 project milestones which took 10 months to complete, and we aim to announce our technology partner at the 2023 Basketball NSW State Conference.
- (3) 2021 and 2022 data was imported into ActiveXChange/Sports Eye Pro in Q2 2023.



## HIGHLIGHTS - DATA & SYSTEMS

Basketball NSW data ecosystem continues to grow, while not all data sources are live or API-linked, many still require manual processes to be actionable.

We have digitised the majority of its paper-based forms, streamlining processes, and enhancing efficiency. This transition to online forms allows us to better serve both our members and end consumers.

Some of our administrative forms that are now available online include:

- Annual Award Nominations
- Association Surveys
- Electronic Voting for our General Meetings
- Permission to Trial Forms
- Reporting Injuries
- Reporting an Integrity Complaint or reporting an Incident

We are aiming to evolve our data ecosystem so that we can embed a new way of thinking, enabling us to:

- Form strategic partnerships
- Uplift data literacy
- Prioritise relevant data
- Become customer-centric





## KEY ENABLER, ACTIONS AND PROGRESS - MEMBERSHIP MODEL

### KEY ENABLER

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

### ACTIONS

4. To 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.
5. Retention targets implemented in 2024 with annual reviews.
6. To establish a new membership model that is;
  - Geared to incentivise growth and community, sub-elite and elite level while keeping the sport sustainable long-term.
  - Review the cost of entry for social participants and heart 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.

### PROGRESS

- (4-6) Timelines for the project have been amended as follows;
  - Membership Working Group to be formed in 2024.
  - A new membership model is to be introduced commencing in 2026.



# KEY ENABLER, ACTIONS AND PROGRESS - FACILITIES

## KEY ENABLER

Focused on building more courts in the right locations to unlock growth.

## ACTIONS

7. To move from a static facilities strategy to a state-wide dynamic facilities strategy.
8. To create master plans and development objectives for indoor facilities in collaboration with local councils.
9. To collaborate with other sports to offer multisport solutions for the development of facilities.
10. To ensure all projects are grounded in data that is supported by evidence.
11. Research shows that each new court that comes on board averages 500 new players per court.

## PROGRESS

- (7) Benchmark participation rates and demand modelling indicate that (without facility limitations) BNSW could have a membership base of over 150,000 in the next 10 years.
- (7-8) Current modelling has identified demand for over 300 more courts over the next 10 years. With the highest growth need identified for the metropolitan areas.
- (10) Data and analysis are being used to guide project priorities and to influence local and state governments around project planning.
- (7-8) The pipeline for indoor facilities as of September 2023 includes a total of 185 courts. Of these 57 (across 16 projects) are fully funded or scheduled for construction.
- (7-8) We have identified 16 highest priority projects that with funding assistance would deliver a further 51 courts. We are actively supporting key steps to fund and deliver these projects.
- (7-11) In 2023 we released a Facilities Development Snapshot, the target audience for this document is aimed at project funding partners and NSW State Government leading into election 2023.
- (8) We have requested funding from the Minister for Sport for a state-wide indoor facilities strategy.
- (8) We are working with the Office of Sport to improve access to school facilities by our associations.





## SETBACKS AND OBSTACLES

### ANY SETBACKS, OR OBSTACLES IDENTIFIED AND HOW WE PLAN TO PIVOT TO OVERCOME THEM TO ENSURE THE ACTION ITEMS ARE DELIVERED.

- A key challenge we face is building and maintaining relationships with government entities at the local, state, and federal levels. The government often prefers to hear from a single voice that speaks on behalf of the sport of basketball.
- The development of a basketball facilities master plan has been pivotal in addressing;
  - That as a sport we can consistently demonstrate (via ActiveXChange/Sports Eye Pro) through solid data that there is a high demand for basketball courts, and this demand will only increase as the population grows.
  - The relationship between basketball and the government has greatly improved since the implementation of the facilities master plan.
- The development of indoor sporting venues is not a key priority for any level of government in NSW.
- We have noticed a positive impact on the relationship between basketball and local government areas when associations adopt our strategic approach and work closely with Simon Haire our Infrastructure Projects Consultant.
- In 2018, we created the NSW Parliamentary Friends of Basketball, the aim of the program is for basketball in NSW to build stronger connections with State Members of Parliament (MPs), we have held four functions to date and these have been well represented by both parliamentarians and a cross representation of our amazing basketball community.
  - Once the date of the 2024 function is confirmed, we will promptly inform our associations. This will offer you an excellent chance to meet your local MP and invite them to attend the function, taking place at NSW Parliament House.
- To meet our infrastructure needs, we cannot solely rely on government funding for our sport. We must explore alternative sources of income, such as investment funds and private equity, to finance our projects.

## HIGHLIGHTS - FACILITIES

### COMPLETED PROJECTS - AS OF SEPTEMBER 2023

**14** COMPLETED

**42** # OF NEW COURTS

**3** # OF PROJECT UPGRADES

### PRIORITY PROJECTS - FUNDED - AS OF SEPTEMBER 2023

**16** PROJECTS

**57** # OF NEW COURTS  
(INCLUDES EXTENSIONS)

**1** # OF PROJECT UPGRADES

### PRIORITY PROJECTS - FUNDING REQUIRED - AS OF SEPTEMBER 2023

**16** PROJECTS

**55** # OF NEW COURTS  
(INCLUDES EXTENSIONS)

**1** # OF PROJECT UPGRADES



# KEY ENABLER, ACTIONS AND PROGRESS

## - FUNDING

### KEY ENABLER

Diversify our funding and grow our program portfolio so that it may reach more children across the state with relevant activities and resources, as well as market those programs to increase participation.

### ACTIONS

12. To create a philanthropic engagement plan and fundraising and giving strategy that includes the Basketball NSW Foundation.
13. To maximise participation growth, develop an aggregated sponsorship approach.
14. Maximise grant and commercial support for infrastructure and platforms for women, indigenous people, and CALD children, so that more children can participate.

### PROGRESS

- (12) The Basketball NSW Foundation launched its first fundraising campaign, 'Pay it Forward,' to raise funds for Dream Hoops 1000. Following this initial campaign, we have also conducted an End of Financial Year Campaign in 2023.
- (12) In 2022, the Basketball NSW Foundation introduced a bequest strategy in collaboration with the online platform Safewills.
- (14) In March 2022, following the devastating flood in Northern NSW, the Basketball NSW Foundation established a Northern NSW Flood Appeal. The appeal received a great response and significantly contributed to supporting families affected by the floods, enabling them to continue participating in basketball.
- (12) To date, the Basketball NSW Foundation has raised \$89,000 from 1185 donors.
- (12) In 2022 Basketball NSW partnered with MKTG Sports + Entertainment Australia (MKTG). Throughout the FIBA Women's Basketball World Cup, MKTG coordinated a comprehensive activation within the Fan Zone, along with in-stadium activations during the finals. The aim was to increase awareness for the BNSW Foundation's initiative, Dream Hoops 1000. Furthermore, MKTG generously contributed \$10,000 towards the Dream Hoops 1000 program.
- (12) In July 2022, Dream Hoops 1000 program Grants were launched. These grants provide financial assistance to young people who would like to play basketball for the first time but are unable to due to financial restraints. We have awarded 178 grants to young people across NSW.
- (13) We partnered with Other Side of the Table to assist with creating a clear strategic direction and provide a practical roadmap as a means of placing us in the best possible position to attract brands.
- (13-14) In 2023 Basketball NSW launched its Partnership Prospectus program [bnsw.com.au/partnership-prospectus](https://bnsw.com.au/partnership-prospectus)



## SETBACKS AND OBSTACLES

### ANY SETBACKS, OR OBSTACLES IDENTIFIED AND HOW WE PLAN TO PIVOT TO OVERCOME THEM TO ENSURE THE ACTION ITEMS ARE DELIVERED.

- Attracting like-minded commercial partners can be a challenge in the sports industry. The complex nature of the business, with its varying governance structures, revenue streams, and product offerings, can make it difficult for brands to navigate. However, we have made progress in overcoming this obstacle through our collaboration with The Other Side of The Table and the creation of our Partnership Prospectus.
- One key challenge we have discovered is the lack of grant-readiness programs within the sport. Being grant-ready is crucial for success in the highly competitive grants landscape. While most grant applications focus on funding new programs and projects, they often do not cover operational expenses. Therefore, we must explore alternative methods to cover these costs.

## HIGHLIGHTS - FUNDING

Basketball NSW has achieved success since 2022 by securing several grant programs, including;

- **Office of Sport | Active Fest** - we delivered free 8-week Let's Bounce programs in Albury, Kempsey and Lismore = \$26,840
- **Office of Sport | Her Sport Her Way** - we delivered a "Grit for Girls in Basketball Program" for girls aged 14-16 in our High-Performance Programs = \$40,850
- **Department of Regional NSW | Children and Young people Wellbeing Recovery Initiative Program** - we launched the Northern Inland Basketball Program, the program consisted of Come 'n' Try, Gala Days and 3-week competition for Glen Innes, Inverell, Armidale, Gunnedah, Tamworth, Quirindi, Scone and Narrabri \$48,913
- **Transport for NSW | Transport Access Regional Partnerships Grant Program 2022** - bus and taxis transport to BNSW NAIDOC Week Community Basketball and Lifestyle Events = \$10,318
- **Transport for NSW | Transport Access Regional Partnerships Grants Program 2023-24** - to assist with providing bus transport for children to participate in our 3x3 events, Inter High School competitions, school holiday camps and skills clinics = \$94,925
- **Office of Sport | Her Sport Her Way** - we are delivering a "Female Officials in Basketball Program" to 10 officials to further develop their skills in leadership while also providing further education opportunities through mentorship programs = \$26,500
- **Office of Sport | Legacy Programs for the I AM A GIRL, Indigenous and Multicultural Programs** - to be extended for 2024 and 2025 = \$628,175
- **Accelerate Sydney Business Events Fund** - aimed to encourage organisations to host events post COVID-19. The grant was awarded for the Basketball NSW 2022 State Conference = \$12,000



# KEY ENABLER, ACTIONS AND PROGRESS

## - MARKETING

### KEY ENABLER

Our marketing is consumer-focused, integrated & demand driven.

### ACTIONS

15. Sport's brand strategy guidelines are fully supported and implemented by our associations.
16. Create a demand marketing strategy and efforts that are centred on ambassadors and storytelling.
17. Annual evaluation of co-created stakeholder engagement and communications plan, including Board engagements.
18. Create a social media strategy and action plan that maximises stakeholder reach and engagement across all relevant channels while meeting annual goals.
19. Create a school's 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.

### PROGRESS

- (15) At the 2021 BNSW State Conference, we unveiled our new brand marks, these came into effect as of January 2022 with a phased roll out approach, with a full roll out to be completed by January 2024.
- (17-18) Working with both the Metropolitan and Country Advisory Group we are forming a Communications Working Group, this group will commence work in 2024.
  - This will include a Business-to-Consumer (B2C) strategy and
  - Business-to-Business (B2B) Strategy.
- (16) We launched our first ambassador program as part of the IAAG Leadership Scholarship Program, Liz Mills, Carrie Graf, Amy Bonner, Shyla Heal and Lauren Nicholson, their terms ended in 2022.
- (16) Our second ambassador program included AJ Ogiliviy and Anneli Maley for the 2023 Pride Basketball Australia Tournament.
- (16) The next phase of the Ambassador Program and social media strategy will see representation across all programs and will commence Q2 2024.
- (19) Basketball NSW worked closely with the 2022 FIBA Women's Basketball World Cup in the rollout of their marketing plan.
- The Local Organising Committee developed a school program that was rolled out across Australia as part of the overall Sporting Schools.
- Further work is required on a conversion strategy to encourage children to become regular consumers of basketball.
- (16) Work has commenced on a Building Blues campaign, a program aimed at building a broader culture of what it means to be involved in a State-focused program for players and coaches.
- Basketball NSW worked closely with Basketball Australia and TEG Sport in the rollout of their marketing plan for the 2023 FIBA Women's Asia Cup.





## SETBACKS AND OBSTACLES

**ANY SETBACKS, OR OBSTACLES IDENTIFIED AND HOW WE PLAN TO PIVOT TO OVERCOME THEM TO ENSURE THE ACTION ITEMS ARE DELIVERED.**

- Basketball NSW played a pivotal role in international events coming to Sydney and as a result, we were engaged with the LOC in engaging the local community through our associations, schools and multicultural groups to cross-promote these amazing events. This included the development of the overall marketing campaigns.
- It was identified that we needed to establish a Communications Working Group first, the terms of reference have been drafted and once approved this group will action items 4-5 as listed along with addressing spectator behaviour will be actioned in 2024.

## HIGHLIGHTS - MARKETING

- We're proud that our support contributed to the 145,519 fans who attended the 2022 FIBA Women's Basketball World Cup, the most ever for the event and a further 17,148 fans attended the 2023 FIBA Women's Asia Cup.
- We partnered with Codex Digital to develop our visual identity and design guidelines for Basketball NSW.
- We implemented 'User Way', a tool that supports blind users, those with limited mobility, dyslexia and much more, this tool improves their experience when navigating our website.





# GROWTH OBJECTIVES

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# GROWTH OBJECTIVES

## - COMMUNITY & PARTICIPATION

### OBJECTIVE

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

### ACTIONS

20. A strong commercial foundation for learn-to-play programs that promote the association's brand and are marketed to attract new participants.
21. 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.
22. FWBWC22 legacy programs commence and retain long-term participation in the sport.
23. Community partnership programs expand with opportunities for children of indigenous and CALD backgrounds to participate in basketball.
24. Social impact programs are established in inner-city, Western Sydney and remote areas of NSW.
25. The Naismith Forums and regional carnivals expanded to provide more opportunities for people to play, gather and connect.

### PROGRESS

- (20) Aussie Hoops the national learn-to-play program continues to grow year-on-year. Basketball Australia were successful in signing Ford to a multi-year deal which also included the Opals and Boomers.
- (21-22) In 2017, Basketball NSW adopted the empowering program, I Am A Girl - I Can Do Anything, created by Hills Basketball Association. The success of Sydney winning the bid to host the FIBA Women's Basketball World Cup resulted in legacy funding from the NSW Government, which was matched by Basketball NSW. This opportunity allowed us to expand and enhance our programs, including the renowned Daughters and Dads program developed by The University of Newcastle.
- (21-23) The FWBWC22 Legacy Program which concluded Dec 2023 had 12 key deliverables, over 30k participants have participated with 20% now playing local basketball.
- (25) The Naismith Forums an initiative that emerged in 2021, built upon the success of the Barrengarry Conference, whilst there was interest from some regions, we made the conscious decision to put this program on hold.
- We embarked on a pilot program, known as the Northern Inland Basketball League (NIBL), aimed at associations and participants who are not part of the Spalding Waratah Northern Eastern Junior League. We secured a grant that enabled us to significantly reduce program costs, 400 people participated in 2022.



## SETBACKS AND OBSTACLES

### ANY SETBACKS, OR OBSTACLES IDENTIFIED AND HOW WE PLAN TO PIVOT TO OVERCOME THEM TO ENSURE THE ACTION ITEMS ARE DELIVERED.

- In recent years, we have worked with approximately 50-53 associations to deliver Aussie Hoops. However, some associations lack the resources or personnel to run the program, while others have been hesitant due to past experiences. Our goal at Basketball NSW is to expand the program and establish 70 Aussie Hoops Centres by 2025. To achieve this, we plan to follow the example of AFL and collaborate with other user groups who have both the capability and enthusiasm to support this nationwide learn-to-play initiative.
- The I Am A Girl - I Can Do Anything program has garnered strong support from various associations. Our initial aim was for each association to host one activation each year, but many have gone above and beyond, hosting multiple activations per year. Currently, for 82% of participants, this is their first experience of basketball, and an impressive 23% of them have continued playing basketball locally. However, we struggled to engage with some of our associations to provide additional opportunities for these girls to play basketball, the local “Hi, this is us, and here are other programs we can offer girls” has not always been forthcoming.
- With our CALD programs, one of our key deliverables was to deliver the Dads & Daughters Basketball Program, working with these communities the biggest barrier to entry was that a lot of these communities or new arrivals land with no male relatives. In addition, young females in African and Middle Eastern communities take the carer role for their family whilst parent(s)/carer are at work, which limits their ability to participate in sport.
- Social Impact Programs require us to have grant-ready programs, funding opportunities that we have identified as potential opportunities are being further developed as some grants don't allow for funds to be allocated to staffing or require partners to deliver.







# GROWTH OBJECTIVES - CAPACITY BUILDING

## OBJECTIVE

Strengthen those who service our community at every level.

## ACTIONS

26. “Excellence Hub” model optimising resources and programming to provide consistent service to our communities.
27. “Association in a Box” - induction training for boards and committees including a resource guide with a stakeholder engagement framework.
28. Technical officials and coaching strategic development plans aligned to growth strategy with a strong focus on roles, responsibilities and communication to build trust.
29. Accelerated referee and coaching pathways for women, indigenous and CALD.
30. Integrated technical official program managers’ and development managers’ education and development programs to provide consistent development of referees.
31. Dedicated women and youth leadership training coupled to social impact project/programs.

## PROGRESS

- (26) The target locations for the regional excellence Hubs have been identified, they are Albury, Griffith, Dubbo, Tamworth, Coffs Harbour, Newcastle, Central Coast and Illawarra. The Metro excellence hubs will be Metro West, Metro South, Metro East, Metro North and Northern Beaches, these programs are set to be launched in 2025.
- (27) Basketball NSW partners with TidyHQ to empower 40 associations statewide. Since 2021, these associations have enjoyed complimentary access to TidyHQ’s comprehensive solution. With TidyHQ’s support, association boards and committees can enhance collaboration, governance, planning, and more. In addition to this, Basketball NSW has engaged GovernRight which will assist our associations through a mentorship program.
- (28) The 2023-2025 High-Level Technical Officials and Coaches Plans have been developed.
- (29) As part of the NSW Legacy Program and Her Sport Her Way funding, we have developed several impactful programs, such as the IAAG Leadership Scholarship Program, Indigenous Pathways Program, Grit for Girls, and Her Call Her Way. These initiatives offer mentorship and fast-track opportunities to individuals seeking growth and advancement.
- (28 & 30) The Integrated Technical Officials program managers and development managers’ educations now sit under the 2023-2025 High-Level Technical Officials Plan.
- (31) The dedicated women and youth leadership training couple to social impact projects/programs has been placed on hold and will be revisited in Q3 2024 to be launched in 2025.



# GROWTH OBJECTIVES - PATHWAYS

## OBJECTIVE

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

## ACTIONS

32. Competency-based pathway framework for player, coach and technical officials and expand player pathway to include 18+.
33. Seek financial investment and partnerships for high-performance development pathway programs, tournaments and State teams to lower the financial barrier to entry.
34. Accelerated programs and talent ID to drive high-performance participation in indigenous and CALD groups.
35. 65,000 juniors by 31 December 2025 retaining 12% of players participating in state leagues coupled with referee and coaching # growth.
36. Implement NBL1 East and seek ways to evolve and commercialise Waratah League U20, U23, Waratah 2 and wheelchair league.
37. 3x3 Hustle competition system culminating in a BIG Hustle each year.

## PROGRESS

- (32) Competency-based pathway framework as a project has been elevated to be a national discussion.
  - a) The National Technical Officials Working Group is led by Maria Nordstrom with each State/Territory being represented.
  - b) The National Coaching Working Group is being led by Nicole Bowles.
- (33) Basketball NSW engaged the Other Side of the Table to assist us with building our Partnership Prospectus, which went live in Q3 2023.
- (34) The number of indigenous and CALD participants that have gone through the NSW Legacy Programs have been of the lower age groups (9-11), tracking their pathway to high-performance programs will be reportable come 2025-2026.
- (35) The target of 65,000 juniors by 2025 was nearly achieved by the end of 2022, the target has been reset to 75,000 juniors by 2025.
- (36) NBL1 East commenced in 2022.
- (36) Waratah U20's commenced in 2022 with the goal of evolving to be a league-run competition commencing 2025.
- (36) Interest in Youth League competitions (U23) has grown in particular, in the female space with the division 2 competition returning in 2024.
- (36) Waratah Wheelchair League commenced in 2022.
- (36) 3x3 Hustle Competition system is now up and running and provides regionalised qualifiers culminating in a State Championship each year, with the winners progressing to the national finals, which are run the the NBL.







# FOUNDATIONS OF BASKETBALL

[BNSW.COM.AU](http://BNSW.COM.AU)





# FOUNDATIONS OF BASKETBALL - COMMUNICATION & COLLABORATION

## OBJECTIVE

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

## ACTIONS

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

## PROGRESS

- (17, 18 & 38) Working with both the Metropolitan and Country Advisory Group we are forming a Communications Working Group, this group will commence work in 2024.
- (39) Basketball NSW partnered with Sydney University Sprinter Group and has conducted a membership survey in 2021 & 2023.
- (39) Basketball NSW conducted focus groups (online survey and Zoom sessions) in 2021 for Directors, Referees, Coaches, Scoretable Officials, Statisticians, and Parents of Junior representative players.
- (40) Basketball NSW uses a tool called Slido and either conducts live/interactive feedback sessions or post-event surveys on all NSW Legacy Program and for our end-of-season surveys for the competitions we administer.
- (41) it was identified that we needed to establish a Communications Working Group first, the terms of reference have been drafted and once approved this group will action this tem for implementation in 2025.



# FOUNDATIONS OF BASKETBALL - DIVERSE & INCLUSIVE

## OBJECTIVE

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

## ACTIONS

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



## PROGRESS

- (42) Basketball NSW Reconciliation Action Plan August 2023 - August 2025 has been submitted to Reconciliation Australia Q3 2023.
- (43) Our Boards/Committees skills matrix to evolve to include questions around culture and heritage to ensure we have a representation of our vibrant community.
- (44-48) Basketball NSW's Diversity, Equity and Inclusion Plan was launched in Q4 2024. This plan focuses on priority communities and aims to enhance our participation and pathway programs.
  - Women and Girls
  - First Nations
  - Cultural and Linguistically Diverse People
  - People with a physical impairment
  - People with an intellectual impairment
  - LGBTQIA+ Community
  - Age/Masters
- (46) Basketball NSW announced its Waratah Wheelchair League in June 2022, and its Wheelchair State Performance Program in July 2023.
- (47) Basketball NSW has applied for funding to deliver a participation and pathways program for people with an intellectual impairment.
- (47) Basketball NSW entered into an MOU with Sport 4 All to assist Basketball NSW with developing our pilot program called "Assist All Hoops" for people with an intellectual impairment.
- (44, 45, 46, 47 & 48) have been addressed with the development of our 2023-2025 Diversity, Equity and Inclusion Plan.
- (44) has been addressed by our Board Charter.
- (48) Seed funding has lapsed, a number of these programs are now up and running as part of associations' core program offerings within their communities.



# FOUNDATIONS OF BASKETBALL

## - PEOPLE & CULTURE

### OBJECTIVE

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

### ACTIONS

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

### PROGRESS

- (49) Our staff are our greatest asset, we currently employ 31 staff, with an average age of 39 and with an average tenure of 4.1 years.
- (50) We have developed a page dedicated on our website to career opportunities at Basketball NSW, this page will evolve over time based on our capacity but will include information on our recruitment/selection process, transferable skills, and recognition of prior learning.

[www.bnsw.com.au/careers](http://www.bnsw.com.au/careers)

We have seen a shift in the talent we attract when we go to market for new opportunities.

- (50) Basketball NSW advertises key volunteer roles via our Careers page on our website and all volunteers are required to sign a Volunteer Agreement.
- (51) Basketball NSW holds what we call a Town Hall Meeting for all staff, these are held twice a year, these meetings are where we present our operational plans or how we are tracking the operational and strategic plans. We also partner with other organisations to deliver workshops for staff on mental health programs, cultural programs and other topics as identified or requested by staff.



# FOUNDATIONS OF BASKETBALL - GOVERNANCE & LEADERSHIP

## OBJECTIVE

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

## ACTIONS

- 52. Child safety is our sports highest priority and the focus in everything we do.
- 53. We undertake a governance review to evolve Basketball and Basketball NSW ensuring our constitution supports the sports future strategic direction.
- 54. We operate with a prudent financial and risk management framework and manage the business through a balanced scorecard and key performance indicators.

## PROGRESS

- (52) Also known as Child Safeguarding, Basketball NSW conducts annual Working With Children Checks on all participants who are engaged in our programs that involve minors.
- (52) All coaches and assistant coaches must complete the SIA Child Safeguarding course as part of their biennial accreditation and all coaching staff being constantly monitored by supervisors as to their ongoing behaviour towards our junior athletes.
- (52) Basketball NSW has also implemented the 10 child-safe standards and we have been assessed by Kids Guardian.
- (53) Basketball NSW conducted a review of its constitution via a working group, this also consisted of both face-to-face and online meetings with our member associations with a debrief session in the leadup to an Extraordinary General Meeting being held at the 2023 Basketball NSW State Conference.
- (54) We have implemented various internal processes to enhance our financial and risk management practices. We diligently oversee our financial management through regular monthly meetings with our finance and audit committee. These meetings serve as a platform to present comprehensive monthly reports on Profit and Loss (P&L) statements, Balance Sheets, and Forecasting. Our financial policy serves as the foundation for these practices.

Additionally, we have introduced an integrated purchase order system and expense management system that seamlessly integrates with our accounting system. This integration streamlines our overall financial operations and ensures efficient tracking of expenses.

- (54) Our reports to the Finance and Audit Committee feature a comprehensive scorecard that showcases key ratios provided by the respected Office of Sport and Sport Australia.





## NOTES

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

This image shows a full page of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page, typical of notebook paper. There are no margins, text, or other markings on the page.



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