

Strategic Plan 2010 - 2013



“To develop a successful culture that ensures that basketball continues to grow and remains a major sport in Hamilton and the Waikato”

The Purpose of the WBC Strategic Plan

The purpose of the WBC Strategic Plan is to document and outline the strategic focus for the Waikato Basketball Council over the next three years. It describes how we will approach the challenge of both maintaining and improving the basketball outcomes for our community and participants and the aspirations we aim to achieve.

Vision

Basketball is the sporting code of choice for Waikato citizens.

Mission

Waikato Basketball Council provides a pathway for all to participate in basketball and achieve their potential, able to succeed at an elite level should they wish, with a world class reputation as being the best led, commercially effective and sustainable sporting organization.

Waikato Basketball Council intends to continue the provision and development of basketball in our community / district. This will see our communities have easy access to effective pathways for all to participate in basketball and achieve their potential inclusive of coaching, refereeing, competition leagues and levels as well as representative teams nationally, internationally and professionally.

Basketball delivery and information will be more interactive and coordinated in all aspects of access, administration, development and implementation. There will be additional resources and capacity to deliver competitions, programmes and development in order to ensure improved access and experiences for all.

Basketball leadership and culture will respond to and support local aspirations around what consumers and providers need from Waikato Basketball in order to improve overall outcomes. Positive relationships, communication and core values will be maintained through any change.

Support Comments from official organisations / documents:

- **Basketball New Zealand**
- **Refereeing Standards & Training**
- **Coaching Standards & Training**
- **WBC Values and Strategic Plan**
- **Bench Official Standards and Training**

Our Values

Waikato Basketball Council has three values that underpin our vision. They reflect the WBC way of doing things and enhance our ability to achieve our vision and strategy. These values provide a basis for decision-making and define how we prioritise our actions and behaviours.

Focused on the Future

- Build positive relationships with our stakeholders that will endure
- Preserve the co-operative principle of winning together
- Respect our people, communities and the environment
- Provide a clear career pathway for players at all levels and abilities
- Encourage diversity of people, ideas and opinions

With Complete Integrity

- Communicate with openness and honesty
- Deliver on our individual and corporate commitments
- Be accountable for our actions and their impact
- Treat all participants - players, supporters and sponsors respectfully
- Transparent team selection system
- Appropriate accountability from parent coaches

Delivering Uncompromised Results

- Believe in our ability to succeed and play to win
- Measure accountability and effectiveness through our stakeholder's eyes
- Recognise performance and celebrate achievements
- Deliver a platform that encourages outstanding success

Key strategic themes

Five key themes guide the future development of the Waikato Basketball Council:

1. Career Paths - Proactively creating, developing and implementing effective robust career paths for basketball players in our region from junior through to international level.
2. Governance & Management - Effective governance and management that both facilitates visionary blue sky opportunities as well as implementing effective sustainable practices that manage change when necessary and is able to consolidate WBC effectively.
3. Funding - Working with and developing effective relationships with funders, brokers of funding initiatives and service providers to ensure that we access and sustain effective levels of funding and resources that empower us to be both innovative and self determining.
4. Staffing - Planning and investing in a sustainable professional workforce at the same time securing the appropriate resources, expertise and knowledge that we need to lead the continued improvement and development of basketball in the Waikato.
5. Gymnasium Facility 2011 – 2012 – Proactively partner, lobby, facilitate and assist in all ways to achieve the successful completion of a purpose built gymnasium facility that meets the needs of all aspects of WBC's aspirations for the effective Career Paths of players through to national and international hosting.

Where we are today

Waikato Basketball Council is responsible for

Based entirely within the Waikato region, our current membership of _____ is diverse and unique. In comparison with New Zealand's population, we have:

- A higher percentage of players.
- A younger overall age structure.

We are committed to generating effective access to basketball for the people and communities we serve.

In order to make a real and positive difference WBC acknowledges that the 5 Key Themes identified to steer this Strategic Plan need full support and commitment at both governance and management levels. Priority must be give to all 5 Key Themes.

Central to our philosophy is that we provide leadership to 'build and connect' existing strengths, networks and alliances, rather than unnecessarily duplicating skills and resources that already exist.

The changing global perspective

This is an exciting time for WBC and sporting organisations in general. WBC has a significant opportunity to further develop basketball from a number of aspects ranging from a sustainable business perspective, a formal education option to enabling professional career pathways and much, much more.

Our part to play

Our strategic challenge is to lead our opportunities, potential growth and revitalisation in the Waikato region with our strategic focusing on consumer centred innovation.

Our role is to support the further development of basketball by implementing the identified 5 Key Themes. Leading the game and all its components beyond what we have previously thought possible.

Exponential change will be due in some part of technology and greater access to information and opportunities to develop a range of participation options that leverage and assist all stakeholders.

Our drive to re-energise and refocus needs to be fully conscious and accountable to the Vision, Mission and Stakeholders that support WBC achieving its strategic goals and aspirations.

However, we also have an obligation to ensure the professional and accountable longevity of basketball with an absolute commitment to creating a sustainable, effective and highly functional organisation.

While general basketball activity and historical practices have been our strengths WBC recognises that to be sustainable, forward thinking, innovative and potentially cutting edge it needs to revitalise it's systems and implementation processes to capitalise on the diverse range of opportunities available to it.

We want people to access and make full use of all support systems and opportunities to fulfil their basketball involvement and enjoyment whether that be as a social or professional player, referee or coach, sponsor, spectator, staff or board member.

Our alignment with and understanding of a strong player focus must be our point of difference; the single most important thing that makes us unique. We need to be closer to the action and have the relationship to ensure we are creating an organisation of relevance and value to the players at all levels and supporters. To this end governance and management need to be highly functional, transparent and accountable.

Challenges

There are some areas of this strategy that will require some change and performance management or restructuring. We may need to align with organisations, groups, specialists and individuals that may be able to provide expertise, skills or knowledge that could provide a way forward or alternative more effective ways of operating. While we want to be leaders in basketball we don't want to be the kind of organisation that has to own, employ, control or do everything. Through collaboration we will achieve the best possible outcomes for our people. We should proactively seek collaborative outcomes around common issues and ensure that the maximum amount of funding is channelled into providing appropriate basketball services and improving access to those services.

While seeking innovation and alternative models of Basketball delivery the value of quality improvement should not be lost. WBC already has in place a large network of hard working groups. Building on this is essential and strategically sensible.

It is also one of our critical success factors that we develop, or have, access to core skills, knowledge and expertise. WBC must be increasingly seen as facilitating, developing, supporting, assisting and improving basketball expertise. To be successful our stakeholders will need to see that Waikato Basketball Council adds value in this way.

Waikato Basketball Council Strategic Plan 2010 – 2013

DIRECTION

Waikato Basketball Council will meet the basketball needs of our players and supporters through leadership and action to improve coordination, development, quality, sustainability, and accessibility of basketball.

CONTEXT

Waikato Basketball Council's vision is:

"To develop a successful culture that ensures that basketball continues to grow and remains a major sport in Hamilton and the Waikato."

To give this vision effect and make a positive, sustained difference to basketball we will continue to be innovative, forward focused and proactive.

We will achieve this by remaining focused on meeting the needs of players and supporters by working hard to target all available resources on our priority areas.

This strategic direction is informed by a number of regional and national basketball policies that will influence Waikato Basketball Council's operations.

We will see collaborative effort where possible to achieve our objectives.

Inevitably there will be areas of uncertainty within the organisation. We will continually monitor these and take a flexible approach – adapting to any developments as and when they occur.

REPUTATION

Waikato Basketball Council will be known for:

Our Values

- **Focused on the Future**
- **With Complete Integrity**
- **Delivering Uncompromised Results**

THEME 1

Career Paths - Proactively creating, developing and implementing effective robust career paths for basketball players in our region, from junior through to international levels whilst remaining inclusive of social players.

We need to base our planning on what our players and supporters want and need, and so maximise the value of basketball for them. With this information we can look for opportunities to make their participation more effective.

OUTCOMES

Waikato Basketball Council will be passionately consumer centred. We will consistently engage with our people to understand their basketball needs and aspirations and to develop services and solutions that better meet those needs.

Basketball Academy

Elite Programmes

Women's Basketball

Age group Basketball

Development Programmes

Transparent Selection System

Appropriate Parent Coaches

Social Programmes

Coaching Programmes

Refereeing Programmes

Bench Official Programmes

Floor Controller Programmes

THEME 2

Governance & Management - Effective governance and management that both facilitates visionary blue sky opportunities as well as implementing effective sustainable practices that manage change and performance when necessary and is able to consolidate WBC effectively.

The complexity of basketball demands Waikato Basketball Council is clear about what we are here to do. Inequities that are avoidable must be addressed by targeting resources and approaches, Basketball, service redesign and combined effort and response around the development, career paths, access and implementation. We need processes that constantly engage stakeholders and explore and re-evaluate issues, problems and assumptions.

OUTCOMES

Waikato Basketball Council will be passionately consumer centred. We will consistently engage with governance and management to understand and fulfil the basketball needs and aspirations of our stakeholders and provide services and solutions that better meet those needs.

Full Accountability

Committed to Transparency

Recruit a Professional Skill Base

Professional Development

Appropriate Staffing Levels

Performance Management & Appraisal Systems

Policy & Procedure Development

Effective, High Level Communication – Effective Reporting

THEME 3

Funding - Working with and developing effective relationships with funders, brokers of funding initiatives and service providers to ensure that we access and sustain effective levels of funding and resources that empower us to be both innovative and self determining.

The complexity of basketball demands Waikato Basketball Council is clear about what we are here to do. Funding and effective resourcing are fundamental to all growth, further development, innovation, service delivery, effective staffing, marketing and our ability to exploit opportunities. We need processes that constantly engage stakeholders, sponsors, funding organisations, fiscal corporate interest and sustainable business practices to ensure success in this area.

OUTCOMES

Waikato Basketball Council will be passionately consumer centred. We will consistently, innovate ways to secure the necessary resourcing and funding to ensure that we provide for the basketball needs and aspirations of our stakeholders and provide services and solutions that better meet those needs.

Full Accountability

Engage with Funding Bodies & Funding Opportunities

Business Innovation

Marketing Innovation

Sustainable Processes & Practices

Committed to Transparency

Appropriate Staffing Levels

Policy & Procedure Development

Effective, High Level Communication – Effective Reporting

THEME 4

Staffing - Planning and investing in a sustainable workforce and securing the appropriate resources, expertise and knowledge that we need to lead the continued improvement and development of basketball in the Waikato.

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OUTCOMES

Waikato Basketball Council will be passionately consumer centred. We will consistently engage with governance and management to understand and fulfil the basketball needs and aspirations of our stakeholders and provide services and solutions that better meet those needs.

Full Accountability

Committed to Transparency

Recruit a Professional Skill Base

Job Descriptions that link to the Strategic Plan

Professional Development

Appropriate Staffing Levels

Performance Management & Appraisal Systems

Policy & Procedure Development

Effective, High Level Communication – Effective Reporting

Highly Effective Staff Management

THEME 5

Gymnasium Facility 2011 – 2012 – Proactively partner, lobby, facilitate and assist in all ways the successful completion of a purpose built gymnasium facility that meets the needs of all aspects of WBC’s aspirations for the effective Career Paths of players through to national and international hosting.

Our vision and mission requires Waikato Basketball Council to work proactively and collaboratively with all stakeholders. Through collaboration we will achieve the best possible outcomes for our people. We should proactively seek collaborative outcomes around common issues and ensure that the maximum amount of funding is channelled into providing appropriate basketball services and improving access to those services.

It is also one of our critical success factors that we develop, or have, access to core skills, knowledge and expertise. WBC must be increasingly seen as facilitating, developing, supporting, assisting and improving basketball expertise. To be successful our stakeholders will need to see that Waikato Basketball Council adds value in this way.

OUTCOMES

Waikato Basketball Council will be passionately consumer centred. We will consistently engage with the wider community to understand and fulfil the basketball needs and aspirations of our stakeholders and provide services and solutions that better meet those needs.

Collaborative on all Levels

Facilitative and Supportive

Skill & Resource Sharing

Interdependent & Independent Relationships

Innovative Relationship Development

Productive Mutually Beneficial Networking

Effective, Productive and Progressive relationships

Highly Functional Relationships