



# **BASKETBALLSCOTLAND**

# **CHANGING THE GAME**

**Strategic Plan for Basketball in Scotland**

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September 2020



**#ChangingTheGame**



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# 1. INTRODUCTION

This document sets out the strategies that **basketballscotland** will implement over the coming years to play our part in developing a thriving basketball community that provides positive experiences for all participants.

The implementation of these strategies will be guided by the beliefs and values set out in our blueprint for basketball in Scotland.

The focus for “Changing the Game” is to firstly make improvements to the core delivery of the sport in order to improve the experience of those involved. Secondly, we intend to support an increase in the delivery of basketball that intentionally has a positive impact on the lives of participants away from the basketball court. Thirdly, we want to tackle some ambitious and game-changing projects that will have a long term impact on our sport.

Each area of focus will require its own plan in order for it to be implemented effectively. The individual plans will be developed as and when appropriate.

Naturally, the first phase of the Strategy is recovery from the COVID-19 pandemic. How our sport recovers will play a significant part in how and when aspects of the Strategy are implemented.



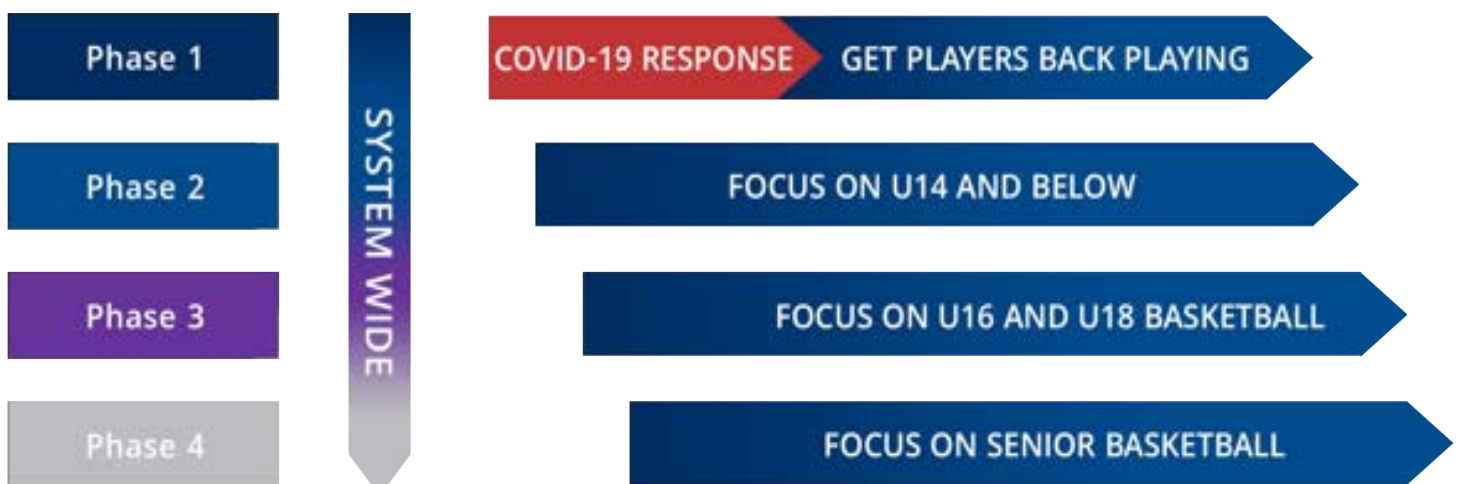


# 1.1. A PHASED APPROACH

We start this new strategic period at a time when the world is facing an unprecedented crisis, responding to the COVID-19 pandemic.

While the principles in the Strategy will hold true regardless of the stage we're at in coming out of lockdown, we believe a flexible approach to delivery will be required to respond to, recover from and thrive after the pandemic. During this period, our priority will be to support and help sustain clubs.

We are also aware that, working within our current resources, we will not be able to implement a programme of change across the whole sport immediately. With this in mind, we have identified a number of system-wide changes (which we will implement through the duration of the Strategic Plan) and a number of longer-term changes, which we will focus on in a phased approach, focused on alignment across the sport at each stage of the pathway.



# 2. PURPOSE, VISION, MISSION AND OBJECTIVES

## **PURPOSE (Why we exist):**

Our purpose is to lead and support the basketball community to deliver positive experiences for all, in every area of the game.

## **VISION (Our long-term aspiration):**

A positive and thriving basketball community focused on people and continuous improvement.

## **MISSION (Our medium-term focus):**

To increase the number of people finding positive experiences through basketball.

## **OBJECTIVES:**

A positive, thriving basketball community is one which:

- Spreads and grows the love of the game
- Delivers positive experiences for all participants
- Delivers continuous improvement.

## **WHAT WE VALUE:**

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### **TAKING RESPONSIBILITY:**

We are accountable for our actions



### **BEING BRAVE:**

We do the right thing even when it is difficult



### **WORKING AS A TEAM:**

We work together positively for the sport



### **ALWAYS IMPROVING:**

We challenge ourselves and each other to continually improve



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# 3. DELIVERING OUR MISSION

## Increase The Positive Experiences Delivered Through Basketball

We believe that a focus on **increasing positive experiences** will lead to improvements in the capacity and numbers playing our sport, in the diversity of those playing our sport, in the quality of the programmes and opportunities we provide, in the standard of playing, coaching and officiating in Scotland and, importantly, in the impact our sport has on the lives of those who participate.

Our mission over the coming years will be to drive changes that positively impact on the experiences participants have in our sport.

We will not be able to do this alone. Our focus will be on engaging and supporting the basketball community in Scotland by nurturing a **positive and collaborative culture** across basketball and supporting and **developing the people** who deliver the game and who contribute to positive the experiences.

Each of our strategies (outlined below) are designed to enhance one or more of four aspects of a positive experience that our sport can deliver. These are:

1. Has a positive impact on wellbeing
2. Leads to improvement and development,
3. Develops skills for life
4. Provides enjoyment.





# OUR STRATEGIES WILL FOCUS ON:

CHANGES TO THE CORE  
OF THE GAME

CHANGING LIVES USING  
THE GAME

GAME CHANGERS

WITH THE INTENTION OF SUPPORTING THE BASKETBALL COMMUNITY BY:

NURTURING A POSITIVE,  
COLLABORATIVE CULTURE

SUPPORTING AND DEVELOPING  
THE PEOPLE WHO DELIVER THE GAME

LEADING TO:

## INCREASED POSITIVE EXPERIENCES

WITH A FOCUS ON DELIVERING POSITIVE EXPERIENCES - INDICATED BY:

WELLBEING

IMPROVEMENT

LIFE SKILLS

ENJOYMENT

WHICH WILL HELP:

IMPROVE  
RETENTION

DEVELOP  
SKILLED  
PLAYERS

DEVELOP  
ATHLETES

IMPROVE  
HEALTH AND  
WELLBEING

POSITIVELY  
DEVELOP  
CHARACTER

RESULTING IN A THRIVING  
BASKETBALL COMMUNITY WHICH:

GROWS THE LOVE OF  
THE GAME

POSITIVELY IMPACTS ON  
ALL PARTICIPANTS

CONTINUOUSLY  
IMPROVES

# 3.1. POSITIVE EXPERIENCE INDICATORS

It is difficult to measure a positive experience in a quantitative way. Therefore, we have identified a number of statements that will be used to indicate if individuals are having a positive experience in our sport.

These statements will be used as indicators to help recognise progress. Each of our strategies will impact on one or more of these aspects.



## WELLBEING

I am more active

I feel better about myself

I feel physically healthier

I am more confident

I have connected with other people

I am part of something bigger than myself



## IMPROVEMENT

I can perform a new skill

I am better equipped to play basketball

I make better decisions during games

I know how I can help my team improve

I understand the game better

The team is more effective



## ENJOYMENT

I had great fun

I had a positive experience

I feel good because I worked hard

I want to do that again

I made friends

I love basketball



## LIFE SKILLS

I work hard on the right things

I welcome feedback and learn from it

I take responsibility for my development

I work with others to achieve goals

I can fail and try again

I can work well as part of a team

## 3.2. PEOPLE WHO DELIVER THE GAME

The second pillar is focussed on supporting and developing the people who deliver the game. Our focus is on adding value for each of the identified groups.

While we believe the game is about the players, we know that without any of the other identified groups, our sport cannot thrive.

Where we have to prioritise our resources, we will support those who share our values, are most committed to their development and who can have the biggest impact for the sport. In the early part of the strategy period, supporting leaders and coaches will be critical to long term success.

### **Players**

**Leaders** (including Club and Regional Associations leaders)

### **Coaches**

**Officials** (including Floor and Table Officials)

### **Teachers**

### **Volunteers**

**Staff** (both governing body and club staff)

We aim to provide a range of support, development and programmes for each group, as outlined below.





**WHILE WE BELIEVE THE GAME IS ABOUT THE PLAYERS, WE KNOW THAT WITHOUT ANY OF THE OTHER IDENTIFIED GROUPS, OUR SPORT CANNOT THRIVE..**



# 4. OUR PRIORITIES

## Supporting and Developing the People who Deliver the Game

The table below outlines the support and development we aim to provide for each of the groups who deliver our sport. Some will be consistent across a number of groups, others will be bespoke to one specific group.

	PLAYERS	COACHES	OFFICIALS	LEADERS	STAFF AND VOLUNTEERS	TEACHERS
<b>CHANGING THE CORE OF THE GAME</b>	NURTURE A POSITIVE, COLLABORATIVE CULTURE FOCUSED ON IMPROVING THE GAME					
	APPROPRIATE COMPETITION SYSTEM					Jr.NBA TEACHING RESOURCES
	EASY TO ACCESS, USEFUL QUALIFICATIONS			BESPOKE SUPPORT		REVISED SCHOOL CUP
	CPD AND CONNECTION OPPORTUNITIES			GUIDANCE AND CHALLENGE		
	Jr.NBA		CLUB OFFICIATING SUPPORT		CPD OPPORTUNITIES	
	REGIONAL/NATIONAL ACADEMY					
	<b>CHANGING LIVES THROUGH BASKETBALL</b>	NURTURE A POSITIVE, COLLABORATIVE CULTURE FOCUSED ON IMPROVING THE GAME				
LIFE SKILLS THROUGH BASKETBALL						
YOUTH WORK THROUGH BASKETBALL			CHANGING LIVES THROUGH BASKETBALL			
INCLUSION FOCUS						
<b>GAME CHANGERS</b>	HOME FOR BASKETBALL					
	FULL-TIME PLAYER DEVELOPMENT ACADEMY					
	SUSTAINABLE, STAND ALONE CALEDONIA PRIDE FRANCHISE					

# 5. OUR INTENTIONS:

## CHANGES TO THE CORE OF THE GAME

<b>Develop a positive, collaborative culture</b>	Bring the community together, challenge each other to improve, celebrate success together, widen the community, demonstrate the impact of the sport.	Deliver a bigger impact by working together effectively.
<b>Club Support</b>	Provide bespoke support, advice and guidance to help clubs overcome the barriers they face.	Clubs supported and empowered to solve problems and succeed.
<b>Jr NBA driving club numbers</b>	Delivered in a way that is flexible for clubs and promotes a unique, enjoyable early experience of the sport.	Clubs supported to provide an excellent introductory experience to young people, improving recruitment and retention and growing an early love of the game .
<b>Develop players using an appropriate Competition System</b>	Improve the experience (enjoyment) and development (improvement) within the competitions by adjusting the environment so it is right for the players and teams - focus on u14 and build through age groups	Have teams playing in the right environment for their level of talent, providing a more enjoyable and competitive experience and enhancing development and retention.
<b>Regional Association Support</b>	Support Regional Associations and local partners to deliver more localised competition with a focus on more opportunities for different players.	Increase the capacity of the competition structures by decreasing the reliance on <b>basketballscotland</b> to deliver all solutions
<b>Regional Academy</b>	Provide an opportunity for learning and competition in a development environment where talented players, coaches and officials push each other to improve.	Enhanced development of players, coaches and officials. Increased respect between players, coaches and officials.
<b>Coach Development</b>	Provide support to coaches who are committed to their own development and the development of the game in Scotland.	Continually improving standard of coaching. Coaches supporting each other to develop.
<b>Officials Development</b>	Provide support to officials who are committed to their own development and the development of the game in Scotland.	Continually improving standard of officiating. Officials supporting each other to develop.
<b>School Cup</b>	A competition structure that supports teachers to engage young people in school basketball and sign post them to club basketball where it is right for them.	School basketball engaging players and introducing them to the sport.
<b>Club Officiating Support</b>	Engage, support and make it easy for clubs to recruit and develop the officials needed to support the game.	Clubs engaged in developing officials. More officials.

## CHANGING LIVES THROUGH BASKETBALL

<b>Changing lives through clubs</b>	Support for clubs who want to intentionally have a positive impact on their members and community on and off the court	Clubs intentionally having a positive impact on their members/community.
<b>CashBack School of Basketball</b>	Integrate coaching and youth work approaches to engage and positively impact the lives of the most at risk young people in targeted communities.	At-risk young people finding positive support through basketball.
<b>Wellbeing Commitment</b>	Embed attention to mental and social wellbeing in all our delivery and support clubs who wish to do the same.	Wellbeing is a key consideration throughout decision making across the sport.
<b>Developing people through basketball</b>	Value and educate on positive behaviours and character development through all of our education, development and delivery.	We support the development of character and positive behaviours in anyone who engages in the sport.
<b>Increasing inclusion and diversity</b>	Proactively seek to understand and break down barriers to the sport for underrepresented groups, focussed on female, disability, race and socio-economic diversity.	There are less barriers to inclusion at all levels of our sport.

## GAME CHANGERS

<b>Full time Player Development Academy</b>	Give the Provide the opportunity for high potential players to continue their development in Scotland is they choose. Improve the development opportunities for players and coaches.	Improved opportunities and development for talented athletes.
<b>Home for Basketball</b>	Establish a home facility for the sport which contributes to a thriving community.	An environment that brings people together and supports the development of the community.
<b>Sustainable, stand-alone Caledonia Pride</b>	Move Caledonia Pride to a self-sustainable, stand alone franchise while ensuring it retains opportunities for the development of Scottish female athletes.	Retained development opportunities for female athletes which does not rely on <b>basketballscotland</b> to succeed.

# 6. RECOGNISING PROGRESS

While setting specific targets is incredibly difficult during the COVID-19 period, we are clear on the changes we want to see.

As we move through and out of the COVID-19 lockdown phase, we will take time to understand the impact it has had on the sport, the participants and the clubs.

It is likely that a recovery phase will be required, and we will set specific targets for rebuilding, before moving into development targets focussed on the long term objectives of growing the love of the game, having a positive impact on all participants and delivering continuous improvement.

Our core focus of delivering “more positive experiences” will be monitored using participant feedback against our “Positive Experience Indicators” detailed on page 10.

Further indicators of success will be set against three questions:

1. Are the programmes and support we deliver effective?
2. Do our programmes and support contribute to the long-term outcomes?
3. Are we achieving the long-term outcomes?

These indicators will be regularly monitored to identify areas for improvement. The whole strategic approach will be reviewed every two years to ensure it is on track and still appropriate.

In the short term, we have set some key indicators for the COVID recovery phase.





# EVALUATION OUTLINE

We will track progress at three levels using indicators to track progress:

## Are our programmes effective?

### Measure

Each programme has its own set of measurable outcomes based on the aims of the programme. Each outcome will contribute to enhancing the experience.

### Indicators and Process

Programme specific indicators measured through participant feedback and indicators built into each programme/assessment.

## Are we contributing effectively?

### Measure

Two key process measures linked to our purpose:

1. Are we effectively supporting the system?
2. Is the level of positive experiences delivered by the community increasing?

### Indicators and Process

Support the system:

- Positive feedback on support received from club and coaches (club and coach survey)
- Observed changed in coaching practice (observation and self-reflection)
- Increase in club capability and capacity (club survey)

More Positive Experiences

- Changes in percentage of positive experiences (member survey using positive experience indicators)

## Is our contribution making a difference?

### Measure

Are we having a bigger impact on participants? Is the community growing? Is the standard of the game improving?

### Indicators and Process

Positive Impact on all Participants

- Improvements in health and wellbeing (membership survey)
- Increased understanding and application of talent behaviours (membership survey)

Growing the Love of Game

- Increased club capacity (club survey)
- Increased membership (data analysis)
- Improved membership retention (data analysis)

Continuous Improvement

- Player physical and skill testing (across talent programmes)
- Number of players progressing to performance environments (data analysis)



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