



Strategic Objectives

2016 - 2019

Background

Basketball in Auckland - In 2012 Basketball Auckland (BA) and Counties Manukau Basketball (CMBB) through collaboration and partnership established Auckland Basketball Services Limited (ABSL), a limited liability company set up to deliver shared basketball services across the region. The new entity would build on the strengths of each association, share resources and ensure that more resources were invested in to front line services - improved services & support for schools, coaches, officials, basketball leagues and basketball players. In addition, a key priority - to satisfy the huge unmet demand and significant potential in a region with a growing youth population. In 2016 Waitakere West Auckland Basketball joined ABSL adding further strength to the organisation resulting in the three associations holding equal shares in ABSL and more importantly providing a strong, united voice for **BASKETBALL in AUCKLAND**.

ABSL Vision – To be the leading regional basketball organisation in New Zealand delivering outstanding basketball experiences for athletes, officials, coaches and managers inspiring a vibrant and inclusive basketball community across greater Auckland.

ABSL Mission – To lead the growth and development of basketball in Greater Auckland through the delivery of exceptional basketball programmes in a collaborative, community focused, innovative and sustainable manner.

ABSL Values

Excellence: *We strive to achieve excellence in everything we do.*

Sport: *We celebrate and protect the high principles of sporting endeavour and fair play.*

Integrity: *We conduct ourselves openly and transparently in a professional manner with honesty and integrity.*

Community: *We embrace diversity and respectfully work together to build inclusive, collaborative communities united by basketball.*

ABSL Strategic Pillars

-  Develop facilities infrastructure
-  Participation
-  Development pathways
-  Financial viability & sustainability
-  Administrative (Operational) effectiveness
-  Communications
-  Regional and community Leadership

Strategic Priority 1 - Develop Facilities Infrastructure



Strategic Issue - Venue Capacity & Availability

Our sport is struggling to meet the demands of high growth due to a lack of court capacity and availability. A recent demand study underwritten by the Auckland Council in 2015 concluded that there was a shortage of 14 basketball courts in the central isthmus area during peak hours. This shortage is expected to grow as strong growth in the demand for basketball is expected to continue for the next 15 years driven by changing demographics in Auckland.

Not only is there a shortage of court capacity, the availability of courts is also a significant issue due to the needs of other indoor sports, the prior requirements of college owners (where most of the available courts are located) and the adoption of commercial “cancellation” processes by the operators of critical multi court facilities (where large scale basketball events need to be held) that result in bookings for major basketball events at peak periods being increasingly cancelled and substituted for “higher yield” commercial events. This means major basketball events (e.g. weekend competitions) cannot be held in the very facilities for which they were intended to be used (and were originally promoted).

Strategic Objectives

As a result, it remains an ongoing strategic objective for ABSL:







-  To working with existing community facility operators (e.g. schools and recreation centres) to secure existing and grow future court capacity and availability. In particular, to work with the operators of The Trusts Stadium in Waitakere and the yet to be opened Bruce Pullman Centre in Papakura to grow future court capacity and certainty of availability to support basketball’s needs in meeting its forecasted high growth over the next 15 years.
-  Continue to build our case and lobby for the construction of a 12 court regional indoor sports facility at Colin Maiden Park at Glen Innes with a view to securing a development commitment within 2 years.

Strategic Priority 2 - Participation

Strategic Issue

With participation in basketball at an all-time high it is the responsibility for ABSL to continue to develop and open up the opportunities for all levels of participants. Basketball is popular across a wide and diverse range of communities and along with venue challenges there needs to be a high level of thinking to capture participation options. With multiple stakeholders directly involved there is a real opportunity for positive collaboration to capture this growth.

Strategic Objectives

-  Grow participation by increasing the number of Adult/Corporate leagues and teams participating in them.
-  Develop Secondary School participation through increasing the number of leagues and teams participating in school basketball, not only in the 5v5 game but also through the use of 3x3 basketball.
-  Strengthen participation by improving the delivery of basketball through local clubs. Firstly by targeting registration of primary and intermediate age school children, then progressing the age groups and capabilities of the clubs.
-  Continue to expose basketball participation through the delivery of the Kiwi Sport programmes into Primary and Secondary Schools.
-  Grow participation by connecting with Special Interest Groups e.g. Disability, Ethnic, Special Olympics
-  Capture participation by securing ABSL delivery, affiliation and or oversight (as appropriate) of suitable basketball programmes being run in council owned facilities , schools, tertiary, churches, and other private facilities by suitable organisations e.g. local groups, clubs, YMCA etc.

Strategic Priority 3 - Development

Strategic Issue




The development of basketball has a wide scope and one that continually evolves. The key focus for ABSL is to ensure that we are offering the most relevant examples of best practice in development centred on enhancing the capabilities of coaches and referees whom hold the biggest influence in how the game is played. Player development will need to follow the most up to date, best practice models for each of the relevant age groups and levels.

Strategic Objectives

Recruit, create and develop a community of coaching, referee's/officials and venue controller staff capable of supporting basketball operations and programmes.

Officials:




Increase the quantity, quality and availability of required officials to support ABSL Programmes, Leagues and Events by:

-  Recruitment of new people,
-  Development of existing people, and
-  Retention of people

This includes the development programmes at stepped levels relative to that of competition and continuous assessment of officials to provide direct feedback.





The establishment of the Auckland Regional development squads is the first step in this development process for officials and regionally developed programmes for coaches will be essential for all levels.

Coaches:

-  Increase the quantity, quality of our coaches through the development of a coach education platform.
-  Improved quality of Representative Coaches whom work with our higher performing athletes.
-  Improve quality of ABSL in school and programme coaches through the education of the curriculum.

Player:

Increase talent identification channels to increase the exposure of our development system across our respective regions.

-  Increase the quantity, quality of our player base.
-  Provide our basketball community with a clear and stepped development pathway that caters for all levels and has multiple entry points.
-  Increase the number of athletes being selected in the National teams and National Development teams.
-  Implement the Talent ID and athlete development programme for the higher level athletes.

- Growth in women's representation through the development of specific female basketball initiatives.



Strategic Priority 4 - Financial Viability & Sustainability

Strategic Issue – Financial Viability and Sustainability.

Since it was established in 2012, ABSL has established sound management processes to ensure proper financial performance. Through better improved and efficient management of its resources it has been able to significantly expand the scale, scope and reach of its operations across the Auckland isthmus. It has been able to achieve this while its revenue levels have remained largely constant. This reflects its policy of ensuring price was not an unreasonable barrier to participation.

The funding received from charitable and gaming trusts has largely remained static around 30% of its total revenues. This is a good result given the reduction in overall funding that has been available from these sources. However, it is clear that without additional revenues from all sources, ABSL will be constrained from meeting the demand for basketball that is continuing to grow. It is increasingly important that ABSL continues to fight for third party funding wherever possible but it cannot ignore the need to generate surpluses from its own services where ever possible to ensure its ongoing sustainability and to enable it to progressively extend or improve the quality of its programmes.

Key Strategic Objectives

- Secure close, enduring and supportive funding relationships with reputable Community and Gaming Trusts to increase total trust funding to ABSL and to increase ABSL's share of total trust funding for basketball in Auckland.
- Grow profitable revenues through expanded "for profit" activities incorporating a higher margin performance (including corporate leagues, Kiwi Sport and holiday programmes or after school activities). Establish a target gross margin contribution for community participation.
- Commence fund raising strategy – establish separate working group through targeting engagement of key networked individuals within the ABSL community. (2017 onwards)





Strategic Priority 5 – Administrative (Operational) Effectiveness

Strategic Issue – Administrative / Operational Effective

ABSL has made great progress in introducing technology to improve administrative efficiency and effectiveness. Since its establishment, it has gone from a very labour intensive paper based system to the deployment of a on line electronic portal to register membership and or event participation and process the payment of fees. It has also developed an attractive website and established social media portals to market and promote its activities, engage and communicate with its key stakeholders.

ABSL recognises that to accommodate the ever increasing numbers of its community wishing to engage with its services, it will need to continue to develop its on-line system to reduce generation of further office activity whether by way of additional administration or accounting processes. It further recognises the need to stay abreast of the latest developments in this area and the use of social media to its systems to market its services and communicate with the basketball community are competitive with other sports by being “best in class”. At present ABSL’s database is out of date and fragmented. To ensure it can promote its sporting significance and its properties for the purpose of soliciting further funding support and commercial sponsorship, it must ensure its database is up to date, comprehensive and integrated.

Strategic Objectives:

-  Continue to develop on an on-going basis the use of best in class on line electronic systems and portals to improve efficiency and effectiveness of its operations and financial administration. Such systems and portals are to be scalable to meet increasing demand for basketball, user friendly and customer focussed in terms of their functionality and performance. (It is recognised that the intention is to minimise paper based systems and to continually reduce the administration cost per athlete/team registration).
-  Continue to engage and communicate with the various basketball communities by the most effective use of online and social media platforms. This will require ABSL to stay abreast of developments as to how various social media platforms are being best used to build engagement and for effective communication with its various communities and stakeholders. ABSL must maintain up to date and dynamic communication programme using these platforms to ensure currency and relevancy.
-  Build and maintain an integrated, comprehensive and up to date database of its basketball community to support its efficient and effective administration including its sponsorship and promotional activities.
-  Maintain ongoing oversight of its future office accommodation requirements to reflect changes in functional needs and changes in the geographic scope of its operations.







Strategic Priority 6 - Communications

Strategic Issue – Brand Development and Community Engagement

Since its formation in 2012, ABSL has successfully overcome the initial confusion that existed with regards to its role in the basketball landscape in Auckland. There is now an improved level of understanding within its shareholder communities as to role it plays and the accountability that it has to those communities. It has achieved this by engaging with each community in a way that best meets the needs of that community through the ABSL website and social media activities, its representatives' attendance at local Board meetings, by it holding various forums for selected stakeholders, AGM and various basketball community meetings including the annual end of season prize giving.

While it is recognised that Brand development requires ongoing effort, there is a much improved understanding as to what ABSL is and does within the basketball community. That said, it is fair to say that there remains a job to be done in building that same level of understanding with key community stakeholders that are not part of the basketball community and further work needs to be done in this area to better communicate its brand and role in the Auckland basketball landscape.

Strategic Objectives:

-  Develop Brand and Operating Policies that apply to all our operations that reflect our values and “the ABSL Way” and positions ABSL as the local basketball authority in Auckland.
-  Prepare and execute stakeholder and community communication, engagement & event plans to promote the brand and engagement with ABSL including through the use of high profile basketball identities, appropriate social media and digital platforms, and the establishment of a strong physical presence at all venues and competitions.
-  Maintain and strengthen a strong organisational culture represented by the demonstration of our values known as the “ABSL Way” and infuse this into all our basketball operations and communications.
-  Develop a range of appropriate tools for measuring customer/stakeholder engagement and receiving constructive feedback.
-  Complete feasibility into the establishment of an ABSL Basketball Foundation to support the participation in Basketball of disadvantaged athletes. (by 2019)
-  Develop a range of fundraising events to support the establishment and ongoing operation of the Basketball Foundation. Complete at least one high profile VIP event per year (post 2019)

Strategic Priority 7 - Regional & Community Leadership

Key Issue – Regional & Community Leadership

- Develop areas of cooperation and joint endeavour based on mutual interests while keeping key value opportunities withheld to provide incentive for membership.
- Develop great working partnerships with the following key organisations – BBNZ, NZ Breakers, College Sport, Primary and Secondary Schools, Venue operators and developers, Grant Funders, RSO's and Auckland Council
- Develop and maintain a close working relationship with North Harbour Basketball. Build respect and trust and recognition of the ABSL value proposition.
- Take appropriate opportunities to demonstrate ABSL's value proposition by educating targets on the level and quality of activity and the success of our programmes.