

GAME

ON



HIGH PERFORMANCE STRATEGY 2008-13

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“ The paper sets out a vision for the future of performance basketball in Great Britain over the five years to 2013 ”



EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

This is an executive summary of the detailed Game On 2008-13 strategy paper which was produced via a series of debriefs, forums and workshops conducted in the aftermath of the 2007 competitive international basketball season.

Our vision for British Basketball for the end of the 2012-13 financial year is built around the fulfilment of the following key goals:

- Great Britain men's and women's teams having competed in the quarter-finals of the London 2012 Olympic Games, and finishing in the top half of their respective competitions
- Great Britain teams well placed to secure qualification for the 2016 Olympic Games, following successful participation in the 2014 World Championships and 2013 and 2015 European A Division Championships
- Great Britain's men's and women's teams based on robust communities of players, coaches and support staff who are committed to placing British basketball in the top 10 of the FIBA world rankings
- A clear structure of leadership and governance for the Great Britain basketball programme, within which all stakeholders have ownership of and commitment to the philosophies and processes which have been adopted and implemented
- Shared marketing themes established that link the Great Britain teams, the NBA, FIBA and FIBA Europe, the British Basketball League (BBL) and the home nation associations
- Diverse income streams which arise from increased leverage exercised against both public and private sources of funding, and reduced dependency on UK Sport performance funding



The British Basketball performance beam represents the elite player development pathway and encompasses all of the processes and activities where in Great Britain players could or should be participating as part of the national elite programme.

The beam clearly puts elite basketball players and coaches at the centre of everything we do. There are two main support structures: that of individual development, and competitive development, each of which is underpinned by the resources necessary for long term sustainability.

The 2007 EuroBasket campaign demonstrated a number of very positive developments within the marketing and commercial exploitation of the Great Britain programme. Our principal aim is to secure a headline sponsor whose brand values coincide with those of the Great Britain programme and the sport as a whole in this country; and whose association with the programme can project it to an altogether higher level. In order to attract such a sponsor we must:

- ⌘ Define our own brand values, so that these can be presented as part of the package as a hook to draw in a like-minded sponsor
- ⌘ Optimise the areas of our business which will be attractive to a sponsor in delivering appropriate benefits, namely:
 - Association with high profile players from the NBA and elsewhere
 - Media coverage, especially broadcast
 - Events and communications (website etc)

Our plans for our commercial and marketing activity foresees British basketball as a whole as:

- ⌘ A much bigger and more ambitious sport
- ⌘ A sport with diverse funding streams
- ⌘ A professionally managed and prudent sport

If we are to be successful and compete effectively in the 2012 Olympic Games we must become a consistent, leading nation on the court. We will achieve this through continuous assessment of our current performance and learning from other basketball nations, teams and other team sports. To ensure our performance strategy is truly world class, a number of benchmark organisations will be established along with comparators. The good practice observed and learned will be implemented into our plans.

A key feature of the leadership role within basketball will be the effectiveness of engagement with the sport and its people in its future. In this, the key stakeholders include:

- Players and coaches
- The home nation associations
- UK Sport
- British Olympic Association
- Sponsors and commercial partners
- Key suppliers and providers of facilities

British Basketball will seek continuously to improve the relationships between professional management and voluntary leadership of the performance function. This will be done through continuous assessment of its performance and progress. This will be assisted and supported by Mission 2012, UK Sport's performance management system. British Basketball will be regarded by the Mission 2012 panel as a model of performance management in team sport. World class staff assessment approaches will be deployed to ensure our coaches and managers have every opportunity to fulfil their potential.

British basketball has established clear and measurable performance, commercial and process goals that will drive our programme forward in becoming a truly world class basketball elite sports organisation. Key performance goals include:

2008	<ul style="list-style-type: none"> ‣ Senior men's and women's teams: <ul style="list-style-type: none"> • Minimum: maintain Division A status (may run in to 2009) • Ideal: EuroBasket A Division top 8 / qualification for finals of EuroBasket in 2009
2009	<ul style="list-style-type: none"> ‣ Senior men's and women's teams: <ul style="list-style-type: none"> • Ideal: participation in finals of EuroBasket A, qualification for World Championships
2010	<ul style="list-style-type: none"> ‣ Senior men's and women's teams: <ul style="list-style-type: none"> • Minimum: qualify for EuroBasket Division A Championships • Ideal: Top 8 finish at World Championships ‣ Under 20 men's and women's teams promoted to A Division of European Championships
2011	<ul style="list-style-type: none"> ‣ Senior men's and women's teams participate in finals of EuroBasket A ‣ FIBA confirm Great Britain senior men's and women's participation in 2012 Olympic Games
2012	<ul style="list-style-type: none"> ‣ Men's and women's senior teams in quarter-finals of Olympic tournament / finish in top six ‣ Under 20 men's and women's teams finish in top eight of European Championship A Division



INTRODUCTION

INTRODUCTION



The landscape from which this paper arises is a complex one.

Presently British Basketball is led by the British Basketball Federation (BBF), and following formal recognition of the British governing body in December 2007, the operation of Great Britain teams continues to be undertaken by its subsidiary company British Performance Basketball Ltd (BPB), trading as “British Basketball”.

Prior to that, and since December 2006, following an agreement between UK Sport and the BBF, management responsibility for the Great Britain basketball performance programme had been vested in BPB, which was previously a wholly owned subsidiary of UK Sport established for the single purpose of processing World Class funding for the delivery of the Great Britain programme. The reason for its creation was that the BBF – the organisation re-established in 2006 by the home nation basketball associations as the British governing body for the sport – was yet to receive recognition by the Sports Councils in that capacity.

The Great Britain basketball performance programme commenced under the guidance of BBF in 2006, and was funded by England Basketball and basketballScotland. It continued under BPB in 2007, when both the senior men’s and women’s teams won promotion from the EuroBasket B Division to the A Division. The two Under 20 teams failed to emulate their senior counterparts in 2007: the men’s team finished eighth in their B Division, while the women’s team finished third in theirs.

This paper is the product of a series of debriefs, forums and workshops conducted in the aftermath of that 2007 competitive season. Those exercises included a range of stakeholders from within and around the Great Britain basketball programmes: directors and office-holders from the BBF, BPB, and the home nation basketball associations; athletes, coaches and support service providers; FIBA Europe; UK Sport, and a number of external advisers.

Drawing on the range of opinions expressed in these sessions, and the consensus reached within them, the paper sets out a vision for the future of performance basketball in Great Britain over the five years to 2013. In doing so, its ambitions are lofty yet realistic: its aspiration is to project Great Britain to a level of on-court performance which stimulates hitherto unseen levels of popular, media and commercial support, and drives the development of the game in all age groups and sectors.

It also seeks to anticipate and estimate the impact which the fulfilment of that vision will have on the remainder of the sport, especially in terms of marketing and commercial activity. In summary, it foresees British basketball as a whole as:

- ✧ A much bigger and more ambitious sport
- ✧ A sport with diverse funding streams
- ✧ A professionally managed and financially prudent sport

The use of the first person plural throughout the document represents the fact that it has been agreed by and is in the ownership of the BBF, BPB and the home nation basketball associations. The “we” which appears on the following pages is therefore not any one of these organisations in isolation, but speaks for all of these bodies who have a direct stake in the fulfilment of this strategy for British basketball.





01

WHAT'S OUR
DESTINATION

01

What's our destination

Our vision for British Basketball for the end of the 2012-13 financial year is built around the fulfilment of the following individual goals:

- Great Britain men's and women's teams having competed in the quarter-finals of the London 2012 Olympic Games, and finishing in the top half of their respective competitions
- Great Britain teams well placed to secure qualification for the 2016 Olympic Games, following successful participation in the 2014 World Championships and 2013 and 2015 European A Division Championships
- Great Britain's men's and women's teams based on robust communities of players, coaches and support staff who are committed to placing British basketball in the top 10 of the FIBA world rankings
- A clear structure of leadership and governance for the Great Britain basketball programme, within which all stakeholders have ownership of and commitment to the philosophies and processes which have been adopted and implemented
- A fully integrated British Basketball high performance workforce (staff and volunteers) that is structured and empowered to challenge and support the teams continually to the next level
- Clear, agreed and systematic pathways for the development of elite players which extend from the first identification of talent through to its fulfilment both at international level, and in professional leagues at home and abroad
- Elite coach and referee education pathways which span the game from home nation association to senior international levels
- Healthy domestic leagues that serve as an outlet for an effective system of talent identification and development for players and coaches which is rooted within the home nation basketball associations
- The sport of basketball and its events established as significant entertainment in Great Britain – not only on television, but across all media
- Shared marketing themes established that link the Great Britain teams, the NBA, FIBA and FIBA Europe, the British Basketball League (BBL) and the home nation associations
- Diverse income streams which arise from increased leverage exercised against both public and private sources of funding, and reduce dependency on UK Sport performance funding



BARRIERS TO SUCCESS

In setting this vision, we are aware of the following barriers and constraints that we must overcome in order to be successful:

1. The need to capture the “hearts and minds” of the entire British basketball community, so that they become aligned with and supportive of the Great Britain performance team
2. The fragility of the current squad environments:
 - The dependence on a handful of key players to remain fit, healthy and committed
 - The challenge of persuading other similarly talented players that Great Britain is a cause worth representing; and
 - The lack of strength in depth, especially in certain key positions
3. The need to maximise the available talent pool, especially at Under 20 levels, where a significant number of male and female players are based abroad and so beyond the immediate influence of the Great Britain programme
4. The current absence of structured systems of talent identification and development within Great Britain, which offer players a seamless and comprehensible pathway from first beginnings in the sport through to performance levels
5. The current state of coaching and elite coach development across the country
6. The historic absence of an agreed and robust structure of leadership and governance for the British basketball programme
7. The lack of an adequate performance function within England Basketball that provides leadership and support for high potential talent
8. The absence of a common curriculum, culture and language across player and talent development within the home nation basketball associations
9. The current absence of high quality and competitive domestic leagues in Great Britain which adequately prepare both male and female players for the challenges of international competition
10. Almost exclusive reliance on grant aid support from UK Sport to underwrite the Great Britain programmes, their development and their commercial exploitation
11. Heavy reliance on a single player, Luol Deng, for awareness and publicity for the Great Britain men’s team; and generally low levels of awareness and support nationally for the Great Britain women’s team
12. Underdeveloped commercial properties, in terms of the packages which are for sale and the brand values which they represent
13. External factors, including and especially access to affordable and available facilities at all levels, including for talent identification/development sessions and national squad training



02

HOW DO WE MAKE MORE HEROES

02

How do we make more heroes

The British Basketball performance beam in Diagram 2 represents the elite player development pathway and encompasses all of the processes and activities wherein Great Britain players could or should be participating as part of the national elite programme.

The beam clearly puts elite basketball players and coaches at the centre of everything we do. There are two main support structures: that of individual development (on the right), and competitive development (on the left), each of which is underpinned by the resources necessary for long-term sustainability.

The major component of the performance beam is the individual development structure, which has a clear focus on individual coaching and technical development away from the competitive environment. The coaches selected to work on this side of the beam will have to understand their roles, and this will require a paradigm shift for most – as their experience will mostly relate to running teams for competition.

It is critical that we keep the individual needs of elite player development at the forefront of our decision making at all times. The question must always be: “What is in the best interest of the player?” There will be times when it is appropriate for players to compete at a level above their current age group in order for them to be appropriately challenged and to accelerate their development. This will be done according to the following guidelines:

- i) With prior written approval from the Great Britain Performance Management Group (for which, see page 19); and
- ii) Provided that the player who is selected to play up a level (and forego participation with their designated age group team) will compete in more than 50 per cent of the available court time for the older age group (i.e. 20 minutes per match). Adherence to the 50 percent court time policy will not be required if the PMG considers that it is in the best interests of the player to participate with their age group team as well as an older age group team.

This will apply to all levels of the beam, from home country age-group representative teams through to the senior Great Britain squads.

GB SQUAD



Diagram 2

The British Basketball Performance Beam

TALENT IDENTIFICATION AND DEVELOPMENT – HOME NATION STRUCTURES

Within each home nation, there will need to be a process and system for the identification of talented players from a young age, which will emerge from the junior and youth basketball which is played in schools and clubs. This process will need to utilise common profiles and protocols, observe a common curriculum, and operate within a common culture. Each home nation junior/youth programme will be required to work towards a common goal, which is the selection standard applied for access to the Great Britain programme at regional institute level (see below).

We anticipate that this process will be delivered for players aged between 13 and 16 – although these parameters should be flexible enough to admit both early maturers and late developers. A key feature of the process will be the creation of Elite Development Centres, or EDCs. The EDCs will not take players away from their clubs or schools but, instead, will provide periodic and regular education to talented players over and above that which they receive within their club/school. The EDCs will be established in sufficient number, and with such a geographical spread, as will service the distribution of talent in each home nation. The primary purpose of the EDCs will be to train and educate talented players as potential elite athletes, to which end they will seek:

- ✧ To develop the individual's technique and skills base in line with a central profile so that:
 - When asked to play in a variety of different ways tactically, they will have the required technical ability to do so
 - When placed under pressure, their technique will not break down
- ✧ To develop tactical understanding, and build knowledge of matchplay scenarios
- ✧ To build an understanding of physical development – to educate the players on how their bodies are developing



Key features of the EDCs will be:

- ✧ Their commitment to the physical, technical, tactical and mental development of the players (that is, 5-on-5 games should only be played during EDC sessions in order to contribute to these ends)
- ✧ Their engagement of coaches to whom the individual development of athletes is a priority, rather than competitive outcomes, and their management and monitoring of coaches in this respect
- ✧ Their creation of a high quality environment, within fit-for-purpose facilities wherein the EDC has a long term commitment and relationship which can provide schedule clarity both for the facility owner and the participating players and their families
- ✧ Their commitment to excellence, and the progression of the athletes at an appropriate stage
- ✧ Their quality assurance, by means of processes applied by the Performance Management Group (for which, again, see below)
- ✧ Their multidimensional linkage into the system which surrounds them, from clubs and schools through home nation associations into the Great Britain programme

The EDC system will require all the home nation basketball associations to work on the same platform, with objectives and protocols which are based around player development rather than competitive success, which are homogenised across all three nations, and which deliver equally the requirements of the Great Britain programme. In particular, this will apply in respect of the national age group teams which each home nation association fields up to and including Under-18; herein, the emphasis should clearly and unarguably be on the development of skilled individuals (process goals) rather than the delivery of results (outcome goals).

In order to ensure this uniformity of approach, we propose two significant developments:

- ✧ A Performance Management Group (PMG) will be established which spans the home nations. The PMG will be chaired by British Basketball's Performance Manager, and will include the lead performance officer from each home nation, together with the Performance Pathway Co-ordinator (for whom, see below). An elite, performance driven group, the PMG's primary initial purpose will be to produce a common curriculum and structure to ensure that skill sets are developed and coached in the same way across Great Britain:
 - This development acknowledges that there is an amount of existing activity within the home nations in the identification and development of talent, including through England Basketball's performance centres. By liaising with home nation performance personnel this existing activity can be aligned with and brought to bear in support of this strategy
- ✧ A dedicated officer will be appointed, a Performance Pathway Co-ordinator (PPC), whose role it will be to establish and manage the partnerships which are necessary for the performance beam to function effectively. The PPC will be the conduit between the PMG and the home nations, providing the link between the British basketball programme and the construction, development and monitoring of the key development structures (EDCs, regional institutes of basketball, leagues and clubs) that will underpin that programme.

TALENT IDENTIFICATION AND DEVELOPMENT – GREAT BRITAIN STRUCTURES

We have examined the case for a single, centralised national academy for the education of talented players who emerge from the EDCs, such as exists in other nations. At present, such a model would not be appropriate for Great Britain, because:

- ✧ It will not be established in time to have any impact on Great Britain's fortunes ahead of the London 2012 Olympic Games
- ✧ It is cost- and time-intensive to build, compared with other solutions which are available
- ✧ It will not attract the best of British talent, who already gravitate to the NCAA in the USA
- ✧ The league structure within Great Britain is not strong enough to provide a meaningful competitive outlet for national academy players

This is not to say that the idea of a national academy should be scrapped forever. There will come a time in the development of performance basketball in Great Britain when it is appropriate to look again at the concept, when the systems and structures within the performance beam have been developed to the point where they can give such an academy a more secure and immediate chance of success.

In the meantime, we believe that a regional institute structure is more appropriate, built around domestic and international best practices. The regional institutes of basketball will be the point at which the home nation talent identification and development programmes meet the lower reaches of the Great Britain performance beam, and will utilise the following precepts:

- ✧ Franchise based, working with institutions or partnerships which submit themselves to a tender process
- ✧ Located within or adjacent to areas where there is known to be a critical mass of talented athletes, as indicated by a mapping process
- ✧ Offering a residential facility, based within or linked to a tertiary or further educational institution which serves as a provider for the participants
- ✧ Targeting the 16-18 age group, but with the flexibility to embrace outstanding talent from outwith these parameters
- ✧ Delivering between 16 and 20 hours' basketball coaching per week to a maximum of 24 athletes (12 male, 12 female)
- ✧ Offering high level basketball coaching through employed, suitably accredited coaches whose priority is the regional institute of basketball, and whose number can guarantee a coaching ratio of no more than 3:1 for technical work
- ✧ Offering education in areas relevant to the progression of the elite sportsperson (strength and conditioning, psychology, nutrition, lifestyle, etc.)
- ✧ Offering the athletes competitive experience through individualised and managed programmes which are appropriate to their stage of development, either through linkage with clubs in the BBL, English Basketball Leagues (EBL), Scottish National Leagues (SNL) or other competitions, or through the Academy itself
- ✧ Directing graduates towards the next phase of their basketball career in such a way as allows for their tracking by Great Britain, and creates a formal bond which ensures their future availability for Great Britain
- ✧ Serving as centres for elite coach education as well as talented athlete development, with a view to developing potential national level coaches

- Subject to formal and rigorous processes of monitoring and assessment by the PMG which involve the award (and, potentially, removal) of accreditation and ongoing quality assurance

It is our intention, via the PMG, to develop a full and detailed specification for a regional institute of basketball franchise, to prescribe the curriculum that will be delivered, to accredit a small number of pilot projects by means of a time limited licence agreement, and to monitor their progression. The home nation basketball associations will have responsibility for deciding on the number and location of these pilots, for implementing them and for determining the franchise agreement. Following assessment of the conduct of these pilots, and assurance that they are offering a high quality experience for the athletes which is at least the equal of that provided within US high schools and / or the NCAA, the regional institutes will be rolled out progressively over a number of years. Herein the intention will be:

- To keep the regional institute of basketball network tightly linked to the geographical distribution of talent, i.e., to avoid placing institutes in regions where the number of athletes does not justify it
- To move at a speed which allows constant monitoring and assessment to be maintained, in order to ensure that standards remain as high as possible

PROGRESSIONS

Given the current international economy of basketball, it is highly likely that talented British players aged 18 who emerge from the regional institutes will seek to pursue their careers overseas – either by way of a scholarship to an American college which competes in the NCAA; or by securing a contract with a professional club in Europe. Given this likelihood, the primary ambitions of the British basketball programme are:

- To be able to advise those players as to the choice of placement which best suits them as individuals, and which maintains their availability for the Great Britain programme
- To influence those players, directly and indirectly, to hold themselves available for selection to the Great Britain programme wherever in the world they may be located
- Through the home nation associations, the EDCs and the regional institutes, to have inculcated a “British style of play” within those players so that, on their return to play for Great Britain, their assimilation is swift and effective
- To identify those NCAA programmes that are stable, committed to player development and clearly understand and value the benefits of their players competing for Great Britain during the summer:
 - This will require work both in advance of and during a player’s time at the institution, the quality of which will be determined by the relationships established between British Basketball and the staff of the NCAA school
- To develop and maintain a tracking database which keeps contact with all British qualified players of talent who pass through the EDCs and regional institutes, in order that they may be monitored for selection to Great Britain squads

At the same time, we acknowledge the desirability of having British qualified players remain within these islands to pursue their basketball careers, in order that they may be immediately available for training and selection within the Great Britain programme. We are therefore committed to supporting the BBL and the domestic leagues within the home nations to improve their standards, and in particular:

- To negotiate detailed and incentivised agreements with these leagues which encourage their clubs to be producers and promoters of British talent – both players and coaches
- To enhance the level at which they play their basketball, with the objective of securing regular, high quality competition within Europe
- To link themselves to the structure of EDCs and regional institutes of basketball, with a view to adding value to it and drawing strength from it

GREAT BRITAIN SELECTIONS

i. Great Britain Under 20

We intend to maintain the Under 20 age group as the one in which Great Britain makes its first selection. Our objectives are as follows:

- To establish the Great Britain Under 20 teams as an essential stepping stone towards selection for the senior Great Britain teams
- In particular, to create demonstrable links between the Under 20 and other Great Britain teams, especially the senior teams, in culture, professionalism and coaching
- To use the Under 20 team as a primary competitive outlet for the “British style of play”, and as a vehicle to develop the “50 week mindset” that will underpin the senior teams
- To achieve competitive success for its own sake and to generate pride in the Great Britain uniform
- To secure the services of all available players, wherever in the world they play their basketball

In respect of this last point, in the short term we are committed to improving our knowledge of all eligible players and their whereabouts, and our means of contacting them and assessing their ability. In time, our efforts to do so will be greatly assisted by the development of the tracking database which is described above, and which will be essential for effective processes of talent identification and development through the EDCs and regional institute structure.

ii. Great Britain Universities

We consider participation in the World University Games (WUG) to be of significant value. We are aware that the gap which exists between Under 20 and senior squads, particularly within our men’s programme, is often greater than some players are able to bridge at a single bound. We are also aware that many other nations utilise participation in the WUG as useful preparation for the major tournaments which take place in the months which follow. Also the WUG provide one of the few experiences that come close to that of an Olympic Games. For these reasons we intend to maintain a dialogue with the British Universities Sports Association (BUSA) to discuss the opportunities which the WUG affords to us, and the possibility of exploiting these.

iii. Great Britain Talent team

For reasons similar to those which are expressed in the previous paragraph, we are keen to explore the possibility of establishing a shadow squad at senior level, under the banner of Great Britain Talent. Such squads would allow us to include within Great Britain training a wider range of players, whose exposure to our methods will deepen the talent pool which is available to us and create internal pressure within our senior player groups. Subject to the approval of FIBA Europe, competitive

opportunities for such a team may be found either within Europe, or possibly within the domestic national leagues.

iv. Senior Great Britain

Having succeeded in our ambitions to qualify both men's and women's senior teams to the EuroBasket A Division by virtue of our results in 2007, we must now ensure that Great Britain is able to withstand the pressures which competing at the higher level will bring in 2008 and beyond. In particular:

CHALLENGE	SOLUTION
Both men's and women's teams will need to improve their execution against opponents who will punish errors more clinically than was the case in the B Division	Increased focus and deliberate attention to be placed on "execution under pressure" in camps and pre-season competitive matches. Create a "no hiding place" environment
Both men's and women's teams require an upgrade in strength and quality in certain positions – including and especially through securing the services of all available talent, particularly those athletes based in the American college system or who encountered a lack of support from their professional clubs	Measures required to identify and recruit all available talent – including and especially known NBA and NCAA athletes who failed to commit in 2007. These to include: <ul style="list-style-type: none"> ➤ Information gathering on all eligible athletes ➤ Face to face contact with athletes ➤ Utilisation of peer pressure ➤ Provision of support, e.g., in negotiating contracts, securing passports/visas ➤ Maintaining a player-centred professional environment each time players come into contact with the Great Britain elite programme
The nature and extent of the test match programme played prior to the EuroBasket tournament will be vital in preparing players for the competitive challenges ahead of them	Securing adequate resource and continuing to place a high priority on our test match programme, which will be custom built for each team. Competition at the appropriate level at the appropriate time is crucial to success
Given the short lead time prior to the competitive season, there is work still to do on the culture and expectations surrounding the Great Britain programme at all levels	<ul style="list-style-type: none"> ➤ Strength & conditioning coach to work on "50 week mindset" and "24/7 athlete" strategies – see "Support Services" on page 26 ➤ Psychologist to be engaged to develop culture and behaviours within the teams, and to problem solve where appropriate – also see "support services" on page 26

COMPETITIVE SCHEDULE

For each of the teams, the principal competitive commitments over five years of this plan will be as follows:

YEAR	GREAT BRITAIN TEAM	COMPETITIVE SCHEDULE
2008	Senior Men	⤵ Pre-season preparation matches
	Senior Women	⤵ EuroBasket Group matches
	Under 20 Men	⤵ Pre-season preparation matches
	Under 20 Women	⤵ European Championships
2009	Senior Men	⤵ Pre-season preparation matches
	Senior Women	⤵ European Championships
	Under 20 Men	⤵ Pre-season preparation matches
	Under 20 Women	⤵ European Championships
	Great Britain Talent/ Universities	⤵ World University Games
2010	Senior Men	⤵ Pre-season preparation matches
	Senior Women	⤵ EuroBasket or World Championships
	Under 20 Men	⤵ Pre-season preparation matches
	Under 20 Women	⤵ European A Division Championships
	Great Britain Talent	⤵ Test matches against other nations
2011	Senior Men	⤵ Pre-season preparation matches ⤵ European Championships
	Senior Women	⤵ Olympic Test event
	Under 20 Men	⤵ Pre-season preparation matches
	Under 20 Women	⤵ European A Division Championships
	Great Britain Talent/ Universities	⤵ World University Games
2012	Senior Men	⤵ Pre-season preparation matches
	Senior Women	⤵ Olympic Test event
	Under 20 Men	⤵ Pre-season preparation matches
	Under 20 Women	⤵ European A Division Championships

i. Coaches

An elite coach development programme will form a crucial part of the sustainability of the Great Britain elite performance function. Without high quality, challenging and enthusiastic coaching practitioners at every level of the performance beam we will fail in our long term ambitions. Commitment and deliberate attention must be placed on elite coaching if we are to drive our performances to the next level, and maintain them.

In coaching terms, the success of the senior men's and women's campaigns in 2007 has bred confidence in the respective Head Coaches, whose appointments have been confirmed for the A Division campaign beginning in 2008 and concluding in October 2009. Assistant Coaches have also been recruited, together with Head Coaches for the two Great Britain Under 20 teams. In order to improve links between the senior and Under 20 squads, these Under 20 coaches will be involved with the senior teams in an assistant coach capacity.

Programmes of continuous professional development will be wrapped around the coaches who are operating at the very highest level, so that they constantly seek opportunities to improve their knowledge and performance and their ability to drive elite players to new heights. These coaches will have individualised development programmes that link them to other key elite team sports and management institutions that can provide ground breaking opportunities to raise their coaching to another level.

Coaching delivery within the EDCs and regional institutes of basketball will be equally important. These coaches will need to be accredited and committed to the vision of a successful Great Britain Olympic programme. As that Great Britain programme develops, an Elite Coach Development Manager (ECDM) role will be critical to tie together the home nation elite development pathways. The ECDM will be responsible for directing and monitoring the coaching delivery of the agreed curriculum set by the PMG. In addition, she/he will also be responsible for elite coach accreditation and the continuing and professional development of all coaches in the Great Britain performance beam.

The ECDM will construct an elite coach development programme that is ambitious, innovative and unique in the world basketball environment. This will include an elite coach development pathway with carefully considered entry and exit points to enable the Great Britain programme to access and maintain the highest possible level of elite coaches. Such an investment in coaching can never be underestimated in developing a consistently high performing elite team sports programme.

ii. Referees

At the same time, we acknowledge the importance that referees have in shaping the environment in which our elite players develop and play. It is therefore our intention, via the home nation associations, to support both an improvement in the standard of refereeing within Great Britain, and an increase in the number of British referees who are qualified and capable of refereeing at the highest international levels. In the first instance, through the ECDM, and with an awareness of the current home nation associations' referee development programmes, a number of talented referees will be identified who may benefit from such support. Discussions will be staged with them regarding ways in which their development can be accelerated, whereafter individualised programmes can be wrapped around them. We are convinced that the benefits of this for the British game at all levels, and for the players who emerge from it, will be self evident.

i. Strength and conditioning

Through the full time Strength and Conditioning Coach who is employed within British Basketball, we will establish a “50 week mindset” among the Great Britain selected players. That is, we will generate a culture through which players – wherever in the world they may be located and playing their basketball – constantly have in their mind the fact that they will be playing internationally for Great Britain at the end of the season. This fact will then guide the way that they prepare, rest and recover during the club or college season, and help them arrive with the Great Britain squads in the best possible physical shape.

The key to this will be communication: we need to ensure that the information exchanged by players regarding their ongoing conditioning programmes is increase and regularised; and we will assess this interactively, with a view to ensuring that there is no doubt in the players’ minds what is expected of them by Great Britain.

A further challenge will be to ensure that the “50-week mindset” produces a “24/7 athlete” during the international competitive period. In particular, we need to ensure that players not only prepare themselves effectively for this period, but that they observe appropriate disciplines to offset the effect of travel, training, preparation and intense competition when representing Great Britain. This will include the appropriate pre-hab, re-hab, nutrition and exercise programmes.

Lastly, the full time Great Britain coach has prepared a strength and conditioning syllabus which breaks basketball skills and techniques down into their physical components in order that these movements may be effectively trained. It is this syllabus which will form the start point for the formulation of the educational programme throughout the EDCs and regional institutes; our task will be to ensure that the process for building of that programme is as comprehensive, inclusive and deliverable as possible.

ii. Psychology

Given the importance of culture to the development of the Great Britain programme at all levels, there is a need to identify and engage a psychology service provider(s) with the “right fit” to deliver the following components:

- ✧ To work with the Head and Under 20 Coaches to enhance their abilities to lead their programmes
- ✧ To address cultural issues surrounding the senior and Under 20 teams – especially to build a “50 week mindset” and the “24/7 athlete”
- ✧ To develop the “we/family” culture so that the athletes feel they are “coming home” to play for Great Britain, and so perform optimally
- ✧ To problem solve within the senior and Under 20 teams
- ✧ To equip the players with the requisite mental and coping skills to perform under pressure
- ✧ To ensure that appropriate coaching input is provided within the regional institutes of basketball to equip emerging players with these same skills

iii. Sports medicine

Our sports medicine strategy for the Great Britain programme over the next five years is to:

- Establish an injury and health management strategy and regime under the direction of a Chief Medical Officer (CMO)
- Increase medical and physiotherapy support during the international competitive season, to reduce reliance on individuals and to offer an enhanced level of support. Thus the following structure has been put in place with effect from December 2007:

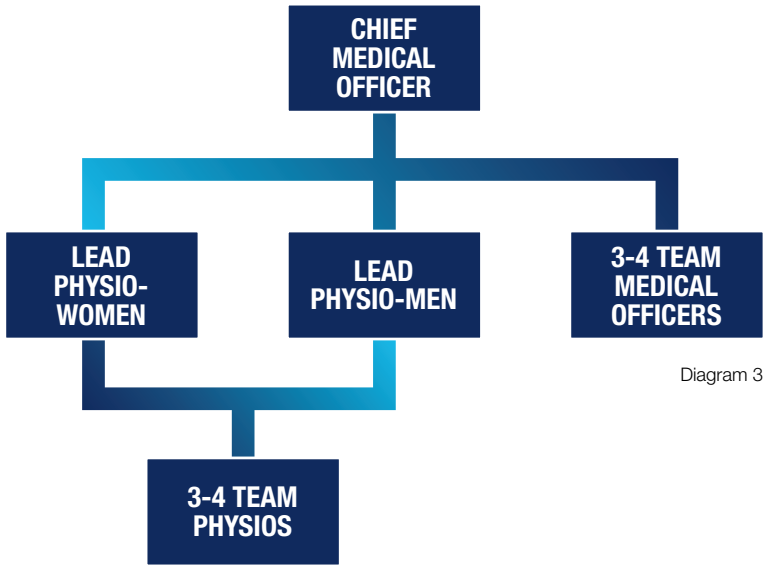


Diagram 3

- Quality assure the skills presented by the team physiotherapists
- Increase the information exchanged by players regarding their injuries and health, and manage this effectively
- Offer a structured and systematic programme of anti-doping education and support for all identified and selected players, especially those who are based overseas



iv. Lifestyle support:

Given the fact that players selected for the four Great Britain teams are playing domestic basketball with clubs all around the world, the regimes which they encounter for personal development and health support vary considerably. It is therefore critical that the support programmes that we put in place for our players are consistent and able to deal with a diversity of environments. The lifestyle support programme, which includes such things as player awards and health insurance, will be delivered as follows:

- We will ensure that the players fully understand their rights and the benefits available to them
- The player award programme will provide appropriate support to Great Britain selected players, taking into consideration the level of competition in which they participate
- We will ensure that our leading senior players are covered throughout the year by the British Olympic Association's Athlete Medical Scheme (AMS), thus allowing them to access treatment if their clubs are not able to provide sufficient care
- We will influence the players to view the Great Britain system, managed 12 months of the year by the CMO (see above), as their first port-of-call should they have any issues with their club's support structure
- Domestic players will be able to maximise the benefits of the BOA's Passport Scheme (access to national and local sports centres, the Olympic Medical Institute, and BOA training centres; access to BOA training courses; support from BOA sponsors, etc.)

ADMINISTRATION / LOGISTICS

Given that, in many ways, British Basketball is a virtual organisation, it is imperative that clarity of responsibilities is established and that operational planning is developed and effective. This will be aided by the following:

- The development of precise and functional job descriptions, and a roles and responsibilities matrix which is specific to each team
- The strengthening of the management and administration team, through the addition of an Operations Officer to work in support of the Performance Manager
- The advance scheduling of key tasks, given an increased lead time prior to the 2008 and subsequent seasons
- Clarity in the detail and delivery of agreements with/by key providers, including commercial, kit and travel partners
- Improvements in the detail of operational planning surrounding the day by day activity and movement of the teams within the international competitive season, especially in order to anticipate and manage critical peripherals and to establish a "no excuse" environment

Progress made towards these goals in 2007 will continue in 2008 and beyond, building an organisation whose members are clear on their targets and keenly aware of the command structure within which they operate.



03

GETTING ON
THE TELEVISION

03

Getting on the television

The 2007 EuroBasket campaign demonstrated a number of very positive developments within the marketing and commercial exploitation of the Great Britain programme. These include:

- The staging of successful and enjoyable events in Birmingham, Edinburgh, Sheffield and Manchester
- Media coverage, including live broadcasts on satellite television through Sky Sports, and through extensive written media exposure of the senior men's programme
- The establishment of a dedicated website
- The successful utilisation of agency support, through Fast Track, contracted to oversee the management of events and their marketing/commercial exploitation
- The delivery of a strong image for the sport through the Great Britain programmes

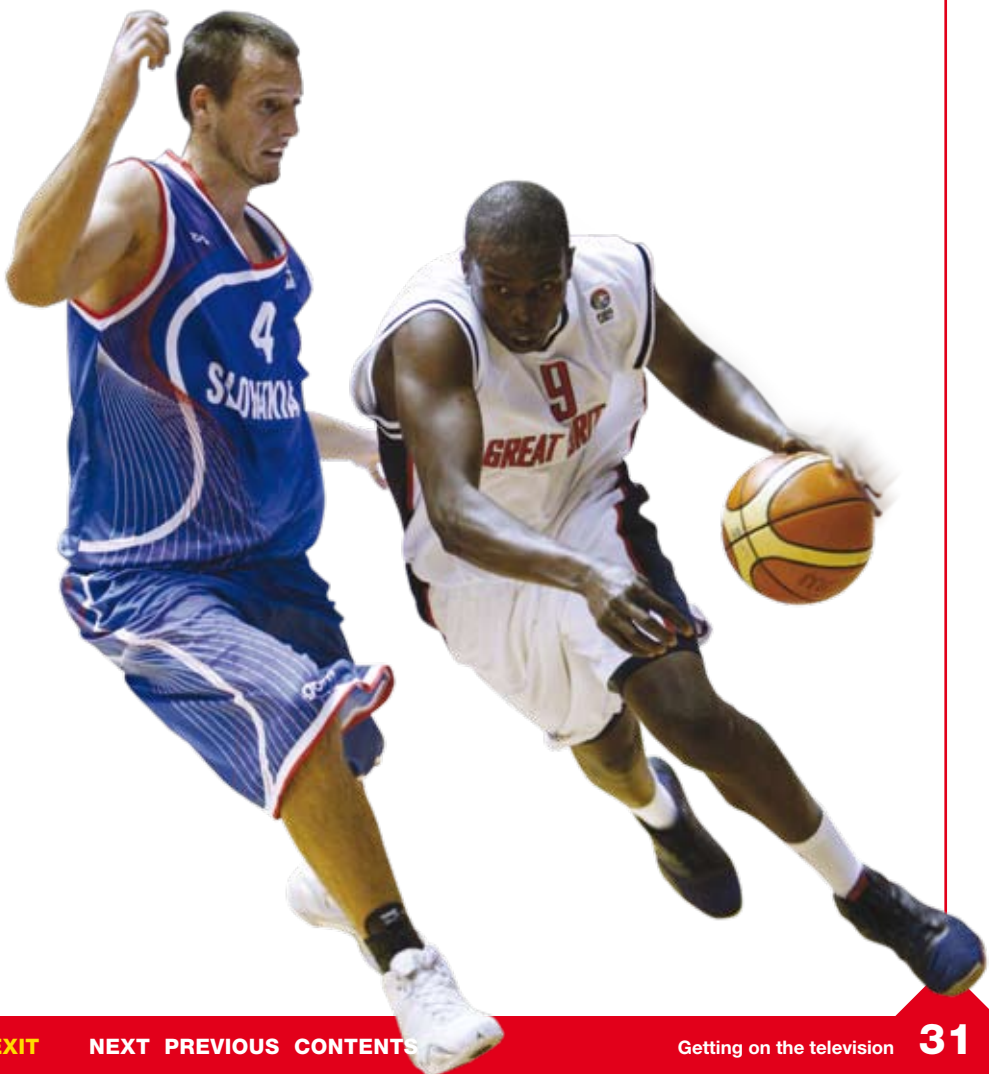


Areas where improvement may be sought and realised include the following:

- The marketing of tickets for senior Great Britain matches
- Media coverage of the senior women's team, in both written and broadcast media
- The style and content of the dedicated website
- Internal communications and briefing, both within the programme and across the sport as a whole

Alongside these perceived weaknesses, the following threats must also be taken into account when planning the strategic development of the marketing and commercial elements of the Great Britain programme:

- That poor performances from a Great Britain team or teams may result in FIBA not awarding Great Britain the host spot for the 2012 Olympic Games
- That high profile NBA players may withdraw from or not make a commitment to the Great Britain programme
- That media and especially broadcast coverage of Great Britain matches may reduce due to circumstances beyond our control, so depriving the programme of value
- That the international competitive schedule may not award Great Britain home matches, so depriving us of events from which to garner value from sponsors and broadcasters
- That UK Sport may reduce or withdraw its funding of the Great Britain programme, so depriving it of a stable base



i. Headline sponsorship

Our principal aim is to secure a headline sponsor whose brand values coincide with those of the Great Britain programme and the sport as a whole in this country; and whose association with the programme can project it to an altogether higher level. Our provisional target in revenue terms for such a sponsorship is £200,000; we believe this to be a realistic ambition given the current state of the sponsorship marketplace in the run-up to 2012. In order to attract such a sponsor we must:

- Engage an agency who can work with us to develop the package which goes to market
- Define our own brand values, so that these can be presented as part of the package as a hook to draw in a like-minded sponsor
- Optimise the areas of our business which will be attractive to a sponsor in delivering appropriate benefits, namely:
 - Association with high-profile players from the NBA and elsewhere
 - Media coverage, especially broadcast
 - Events
 - Communications
 - Website, etc.

At the same time we must commence work with the home nation basketball associations and the BBL to research the benefits which can be delivered at grassroots and other levels, in order that this headline sponsorship and its rewards can be developed to span the whole game. Notwithstanding the potential complexity of these negotiations, our aim in this respect will be to broaden the scope of the relationship with the sponsor so that it spreads to other levels by 2010.

ii. Other sponsorships

In order to project a professional and compelling image for our sport, the nature of the apparel which is worn by the Great Britain teams is highly important. We are therefore seeking to establish an apparel sponsorship agreement with a major supplier such as Nike, whose association with elite basketball is long-standing and uniquely identifiable with the top end of the sport; or Adidas, another major player in the international marketplace, in whose kit all basketball nations will play in the London 2012 Olympic Games.

Our aims in this respect will be:

- To ensure that the Great Britain kit is both stylish and enhances performance
- To generate or offset revenues equivalent to a minimum of £25,000 per annum
- To create efficiencies in service and delivery

We shall also seek in the longer term to enlist the support of sponsors for other areas of our operation, such as the website, and to offer official supplier status to companies which can provide specialist services on a privileged basis.

i. Broadcast media

The exposure afforded to the Great Britain teams in 2007 through Sky Sports provided an important platform for the launch of our marketing and commercial ambitions. Broadcast coverage continues to be a central plank of our strategy in this area, and our short-term aim must be to consolidate the position that we have established with the specialist sports subscription channels for 2008, wherein all the senior teams' home matches are broadcast live on satellite television. Our ideal thereafter is:

- ✧ To secure free-to-air, terrestrial broadcast coverage for Great Britain matches, in order to maximise the coverage which is available both to the sport and to its potential sponsors
- ✧ To move ultimately to a situation wherein broadcast coverage for Great Britain matches is revenue-positive

ii. Written media

While written media coverage was highly encouraging over the course of 2007, we acknowledge that it relied heavily upon the presence of a single individual, Luol Deng, for its momentum. We must take steps to insure ourselves against the potential loss of that individual by promoting other individuals to share the spotlight with Deng; also by recruiting the other high-profile individuals from within the NBA whom we know to be eligible to play for Great Britain, but who have so far chosen not to. Overall, we must be more proactive in managing our media relations: have a strategy, and implement it in a structured and professional way.



We will also address the complaints justifiably expressed by the Great Britain women's team that their campaign has to date lacked the profile afforded to the men's team. We must find ways of projecting the women into a media which is generally unsympathetic to women's team sports, by utilising their strengths and characteristics, and by targeting sections of the media to whom their success and their personalities will be newsworthy.

These are not roles which we would expect to fulfil from within basketball. As with sponsorship, dealing with the media is a specialist business: we shall be looking for an agency which can lend us their experience and expertise in both broadcast and written media, rather than seeking to appoint officers to carry that responsibility.

iii. Marketing and public relations

Our external communications – the nature and extent of the brand which we develop, the propagation of its values, the public relations which we conduct – will form an additional part of the brief which we issue to the agency whom we commission to manage our media relations and our sponsorship quest. These three elements are uniquely entwined, and we believe it is important to keep them within a single package.

A partial exception will be the development of our website, for which we require the engagement of an officer with responsibility for the generation and presentation of content. As stated above under talent identification and development, we believe that our website is a crucial tool not only for the marketing of Great Britain basketball, but also for informing current and potential players of the opportunities available for them to progress within the pathway. This role will demand a high level of interaction both with the agency driving the marketing and commercial development of the sport, and with the coaches and technical staff who are constructing and delivering the pathway. Although the ideal here will be a dedicated, in-house appointment, we shall be requiring our appointed agency to provide a staff member whom we can manage directly to fulfil this role for us.

EVENT MANAGEMENT

Our strategy for events will be focused firmly upon the optimal performance environment for the teams, i.e., where and in what venues they are likely to perform the best. It is our intention to continue to separate Great Britain men's and women's matches, given the different environments which each team seems to favour (e.g., the women prefer one venue, while the men respond well to the atmosphere of larger venues).

We shall look for host cities to enter into agreements with us which engage them in financing and marketing the fixtures which they stage. Our intention here is to establish relationships with at least three major cities for whom basketball fixtures become regular events in which they have an emotional and commercial stakeholding. Our aim through such relationships is either to generate or to offset £100,000 of revenue per annum.

In the staging of events we want to generate a brand identity which is compelling for spectators of all ages. In particular, we want our events to become experiences which offer high levels of entertainment both within and outwith the match; which engage the spectator to such a degree that s/he feels an integral part of the proceedings; and which generate a loyalty which leads both to vigorous support for the Great Britain team and to repeat business.

As with sponsorship and communications, it is not our intention to manage events from within British Basketball: this is a specialist role, the expertise for which lies outwith the game of basketball. We shall therefore continue to outsource this function, either to an agency or to the events departments of the host cities with whom we contract.

04

KEEPING
EVERYTHING
STRAIGHT

04

Keeping everything straight

CORPORATE LEADERSHIP

Presently British Basketball is led by the BBF with the operation of Great Britain teams being delegated to its subsidiary company, BPB.

At the time of its inception in February 2007 BPB managed the performance programmes of the Great Britain teams in EuroBasket competitions as part of an agreement between UK Sport and the British governing body, BBF. All parties continue to contribute to the leadership of basketball in Great Britain through their close liaison with each other.

If we are to be successful and compete effectively in the 2012 Olympic Games we must become a consistent, leading nation on the court. We will achieve this through continuous assessment of our current performance and learning from other basketball nations, teams and other team sports. To ensure our Performance Strategy and Plan is truly world class, a number of benchmark organisations will be established along with comparators. The good practice observed and learned will be implemented into our plans.

A key feature of the leadership role within basketball will be the effectiveness of engagement with the sport and its people in its future. British Basketball has already been able to engage with the sport in a way rarely seen in the past, through the 2008 Forum, which gave the people of basketball a unique opportunity to contribute to the direction of this strategy and plan. It is essential to continue to adopt a stakeholder approach to the development of strategy by identifying the key stakeholders, confirming where actions can add value to them and reviewing performance with them on a regular basis. In this, the key stakeholders include:

- Players and coaches
- The home nation associations
- UK Sport
- British Olympic Association
- Sponsors and commercial partners
- Key suppliers and providers of facilities

British Basketball will encourage and receive feedback on its performance on a regular (at least annual) basis on how it is meeting their needs and delivering on its promises. At the same time it will challenge them to deliver continuously improved value to British basketball and our Game On 2008-13 high performance strategy.

One major forum per annum with the sport is planned where stakeholders will share information on progress and receive open feedback on performance. There will be regular communications with the sport through vehicles such as British Basketball's progress reports and newsletters.

British Basketball understands its responsibility to contribute to the economic viability of the sport through its leadership and management of our high performance strategy. It believes there are unique opportunities to attract sponsorship and commercial partners behind the performance of our teams, and its commercial strategies will reflect this. It will manage the funds provided by UK Sport with responsibility and in a spirit of accountability, in order to be regarded as a safe source of investment and one that provides a greater relative return than any other Olympic sport.

British Basketball will seek continuously to improve the relationships between professional management and voluntary leadership of the performance function. This will be done through continuous assessment of its performance and progress. This will be assisted and supported by Mission 2012, UK Sport's performance management system. British Basketball will be regarded by the Mission 2012 panel as a model of performance management in team sport. World class staff assessment approaches will be deployed to ensure our coaches and managers have every opportunity to fulfil their potential.

British Basketball will continue to improve the use of information and management of knowledge, within the limits of its resources. This will mainly support the effective management of our teams, providing our coaches with the information that they require to gain competitive advantage. An effective approach to financial management information has been developed, supported by UK Sport, and it is planned to continue to use this approach to manage funds. Technology will be used to improve communication with key stakeholders and the basketball world in general.

At Board level, British Basketball will pursue processes which seek continually to raise performance in respect of its business, organisation and people. These will follow the example of BPB's Board review in December 2007/January 2008, when 360-degree feedback was provided to each Director on their performance as a Board and as individual directors. All directors and staff will prepare a personal development plan each year to set objectives and challenges in line with this strategy and its goals. These will be reviewed regularly throughout the year, and a process of annual review will be conducted in every year of the plan.

Through effective corporate leadership further improvement in the performance and performance management of the British teams will be achieved. British Basketball will perform as an organisation in the same way that it would expect a world class athlete to perform. Those in office will be leaders, more than managers or controllers. They will build their leadership capacity through meetings and forums together and be open to challenge from stakeholders and the sport. First and foremost, they will be regarded for the quality of their communication and consultation as a sporting organisation and performance function.

GOVERNANCE

British Basketball will demonstrate excellent governance in the management of its affairs. It will be structured to assure the delivery of goals in such a way that “shareholders” are confident that their interests are safeguarded. It will be committed to work within company law and any policy that has been agreed with UK Sport. It will adopt a corporate structure in consultation with UK Sport and comply with the requirements of all relevant policies.

A planning structure and system is established and a calendar is in place to ensure that the needs of Mission 2012 are met. This approach to planning will continue to be used and continually improve planning effectiveness.

The incorporated body of British Basketball will hold an Annual General Meeting in order to adopt formally the report on the company for the previous year as well as carrying out other statutory duties, i.e. approval of accounts, appointment of auditors.

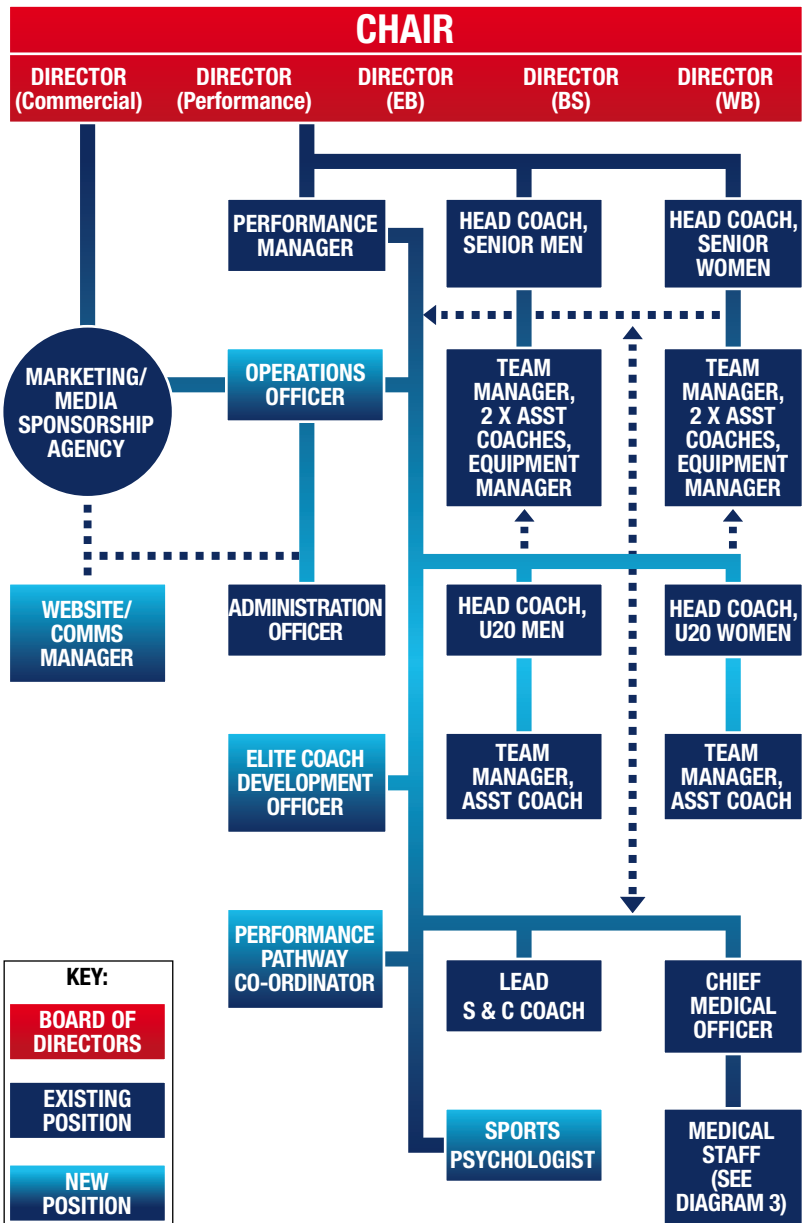
British Basketball will pay attention at all times to the risks associated with its day-to-day operation and aim to eliminate any major risk through the quality of its plans. All major initiatives will be assessed for risk before final approval. Opportunities will continually be sought to improve its effectiveness and performance as an organisation.

British Basketball will ensure its governing documents are up to date and reflect the objectives and needs of the organisation. There will be a robust approach to the publication and management of the Profit and Loss Account. Performance will be reviewed at each Board meeting where not only past performance will be reviewed but also the most likely outcome for the next quarter and the year end, making adjustments and corrections on a continuous basis to ensure that forecasts are met.



MANAGEMENT

As and when recruited in full, the management and workforce for the Great Britain programme which is envisaged by this plan will appear as follows:



Herein there are three new, additional full-time appointments, in the roles of:

- Operations Officer, for recruitment in 2008
- Performance Pathway Co-ordinator in 2009, for recruitment following the confirmation of 2009-13 funding by UK Sport
- Elite Coach Development Manager in 2010, also following the confirmation of 2009-13 funding by UK Sport

Each of these new positions will report directly to the Performance Manager, giving him a total of eight direct reports – the remaining five being:

- Head Coach, Under 20 men
- Head Coach, Under 20 women
- Lead Strength and Conditioning Coach
- Psychologist (a new appointment – see below)
- Chief Medical Officer

An additional new appointment will be the Website/Communications Manager, who will be provided from within the appointed marketing/media/sponsorship agency, but whose work on behalf of British Basketball will be managed by the Operations Officer. The Operations Officer will be the first point of contact for all matters relating to the marketing/media/sponsorship agency. She/he will also have line-management responsibility for the Administration Officer, who previously reported to the Performance Manager.

The senior men's and women's programmes and staff will be managed respectively by the senior men's coach and senior women's coach. As with the Performance Manager, these positions will report to the Performance Director on the Board – who will therefore have three direct reports: the two senior head coaches and the performance manager.

As with the senior men's and women's programmes, the Head Coaches for the Under 20 men's and women's teams will have responsibility for managing the staff associated with those teams. In this, as stated above, they will be responsible to the Performance Manager, who will have overall supervision of the Under 20 programmes.

The fifth and final new appointment will be that of a Psychologist who, like the lead Strength and Conditioning Coach, will report into the Performance Manager. Meanwhile, as is implied by the organogram and by Diagram 3 to which it relates, management of the sports medicine programme and the practitioners who are engaged within it will be conducted by the Chief Medical Officer, who will report in turn to the Performance Manager.





05

KNOWING
WE'VE
DONE OK

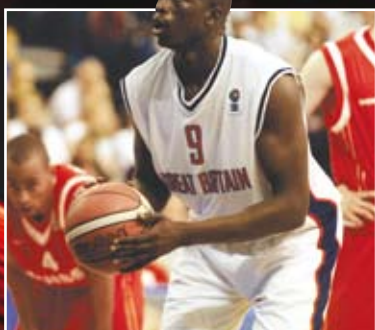
05

Knowing we've done OK

PERFORMANCE GOALS

Our performance goals for achievement in the years from 2008 to 2013 are as follows:

2007	⌘ Promotion for men's and women's senior teams from EuroBasket B Division
2008	⌘ Senior men's and women's teams: <ul style="list-style-type: none">• Minimum: maintain Division A status (may run in to 2009)• Ideal: EuroBasket A Division top 8 / qualification for finals of EuroBasket in 2009
2009	⌘ Senior men's and women's teams: <ul style="list-style-type: none">• Ideal: participation in finals of EuroBasket A, qualification for World Championships
2010	⌘ Senior men's and women's teams: <ul style="list-style-type: none">• Minimum: qualify for EuroBasket Division A Championships• Ideal: Top 8 finish at World Championships ⌘ Under 20 men's and women's teams promoted to A Division of European Championships
2011	⌘ Senior men's and women's teams participate in finals of EuroBasket A ⌘ FIBA confirm Great Britain senior men's and women's participation in 2012 Olympic Games
2012	⌘ Men's and women's senior teams in quarter-finals of Olympic tournament / finish in top six ⌘ Under 20 men's and women's teams finish in top eight of European Championship A Division



PROCESS GOALS

2008	<ul style="list-style-type: none">➤ Review job descriptions, and create roles / responsibilities matrix for team management➤ Recruit and appoint Operations Officer to work beneath Performance Manager➤ Identify and engage appropriate sports psychology support to work within Great Britain programme➤ Convene Performance Management Group➤ PMG to establish specification for regional institute of basketball franchises➤ Governance / leadership framework for British Basketball to be agreed between BBF and UK Sport
2009	<ul style="list-style-type: none">➤ Secure new funding agreement with UK Sport for 2009-13➤ Recruit and appoint Performance Pathway Co-ordinator➤ Secure the availability of 90 per cent of all known, eligible British players for both senior and Under 20 programmes➤ PMG to produce curriculum for delivery through home nation EDCs➤ Accreditation to be issued to regional institute of basketball pilot projects➤ Identify referees for participation in elite referee development programme, and conduct needs analysis➤ Conduct needs assessment for Great Britain talent / universities team and structure➤ Complete implementation of new governance / leadership framework for British Basketball
2010	<ul style="list-style-type: none">➤ Recruit and appoint Elite Coach Development Manager➤ Review regional institute pilot projects, in liaison with home nation associations➤ Pilot delivery of new curriculum through selected EDCs in home nations➤ Elite coach development programme to be constructed for Great Britain coaches, based on analysis of needs
2011	<ul style="list-style-type: none">➤ Monitoring study to be conducted on fulfilment of intention to create “50-week mindset” and “24/7 athletes” – to produce minimum 90 per cent compliance rating➤ Phase 2 of regional institute network to roll out, through accreditation of further franchises➤ Roll out delivery of new curriculum through additional / remaining EDCs➤ Tracking database to be established, to maintain data on all EDC / Academy players➤ Elite referee development programme to be constructed for identified referees, based on analysis of needs
2012	<ul style="list-style-type: none">➤ Full monitoring and review process for EDCs and regional institute of basketball network to be implemented➤ Full debrief of London 2012 Olympic programmes



Performance indicators to be monitored by the board of directors, in addition to competitive outcomes, will include:

- ✧ Percentage of known, eligible players available for selection by Great Britain
- ✧ Satisfaction rates expressed through athlete surveys, in respect of:
 - Performance management and coaching
 - Performance environment
 - Sports science and medicine services
- ✧ Take up of sports science / medicine and lifestyle services by Great Britain athletes outside the international season
- ✧ External monitoring of the “50-week mindset” and “24/7 athlete” concepts
- ✧ Staff satisfaction levels, as monitored through internal review processes
- ✧ Number of regional institutes in place, located in appropriate venues, and functioning to a satisfactory standard
- ✧ Number of EDCs in place, located in appropriate facilities, and functioning to a satisfactory standard
- ✧ Number of athletes in each age group included on the tracking database
- ✧ Number of graduates from EDCs / regional institutes winning professional contracts overseas
- ✧ Number of coaches enrolled and participating in elite coach development initiatives
- ✧ Number of referees enrolled and participating in elite referee development initiatives
- ✧ Number of referees officiating in international competitions

COMMERCIAL GOALS

YEAR	COMMERCIAL GOAL	COMMERCIAL REVENUE TARGET
2008	<ul style="list-style-type: none"> ✧ Identify and appoint marketing / media / sponsorship agency ✧ Define brand values for British Basketball, for utilisation in the quest for sponsorship ✧ Establish a relationship with a major kit supplier, which generate or offset revenues equivalent to £25,000 per annum ✧ Maintain broadcast presence on satellite television for 2008 EuroBasket A Division matches ✧ Identify website/communications manager from within appointed agency 	£230K (see “Financial Projections” below)
2009	<ul style="list-style-type: none"> ✧ Establish relationship with a title sponsor, with a direct or indirect value of £200,000 ✧ Establish broadcast presence on terrestrial / free-to-air television for European / World matches ✧ Launch British Basketball website, with capability to demonstrate the performance beam and its linkages 	£680K
2010	<ul style="list-style-type: none"> ✧ Renew title sponsorship, and / or extend to include other areas and levels of basketball ✧ Establish two-year staging agreements with three major cities 	£1047K
2011	<ul style="list-style-type: none"> ✧ Issue tender for marketing / media / sponsorship for a further period ✧ Stage Olympic test event, in partnership with LOCOG ✧ Generate / offset a minimum of £100,000 of revenue through the staging of events 	£1291K
2012	<ul style="list-style-type: none"> ✧ Establish revenue-positive relationship with television broadcasters 	£1439K



06

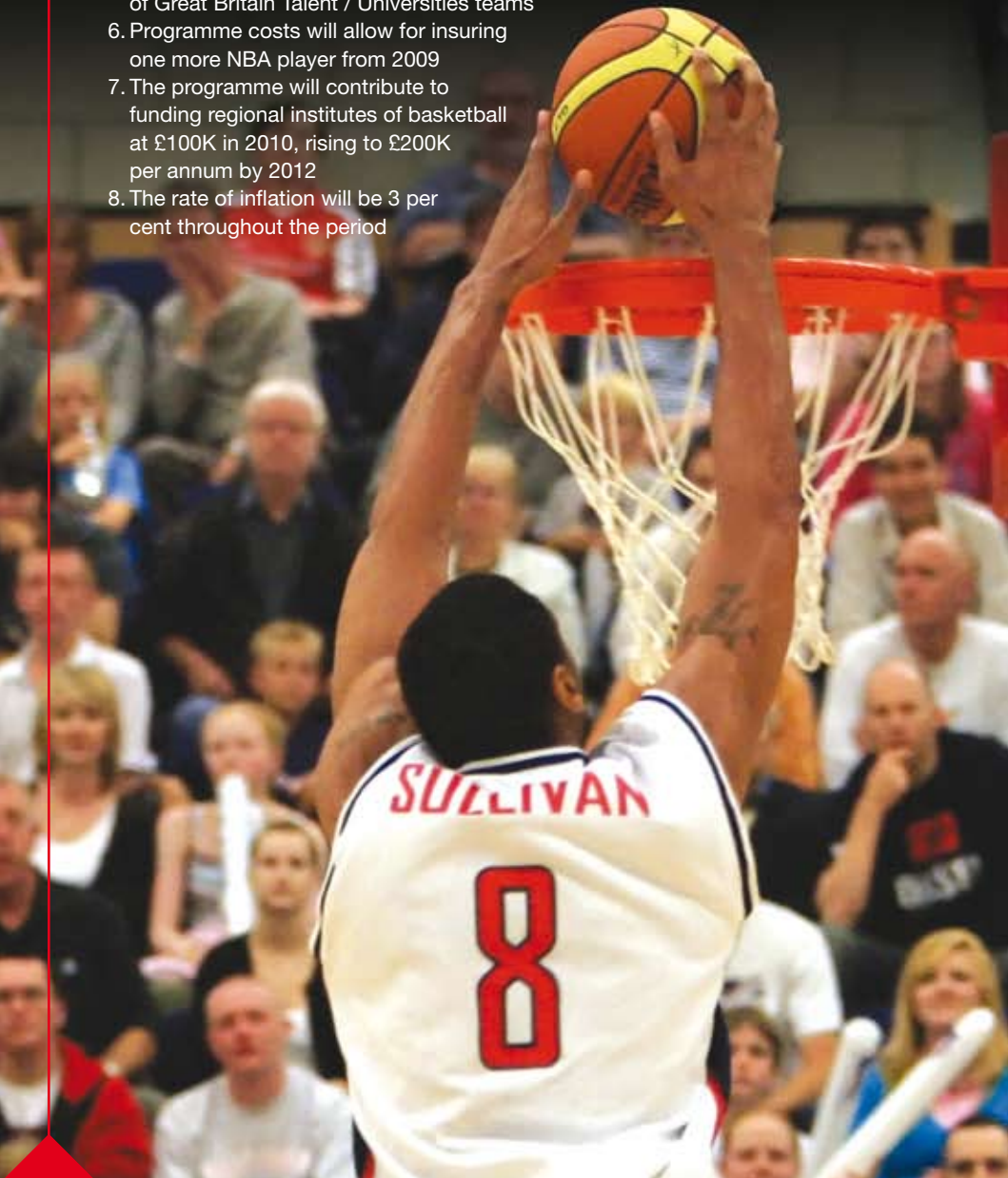
HOW MUCH

06

How much

Our outline financial projections for the period of this strategy are based on the following key assumptions:

1. Turnover will rise more modestly than previously assumed – but will still reach in excess of £3 million per annum by 2012
2. On top of the current three office employees, a Performance Pathway Co-ordinator will be added in 2009, and an Elite Coaching Development Manager in 2010
3. The men's and women's Senior Coach roles will become full-time (i.e., year round) from 2011
4. The Under 20 team costs will double in 2009 to include running Great Britain Talent / Universities teams
5. EIS / support service costs will rise following the institution of Great Britain Talent / Universities teams
6. Programme costs will allow for insuring one more NBA player from 2009
7. The programme will contribute to funding regional institutes of basketball at £100K in 2010, rising to £200K per annum by 2012
8. The rate of inflation will be 3 per cent throughout the period



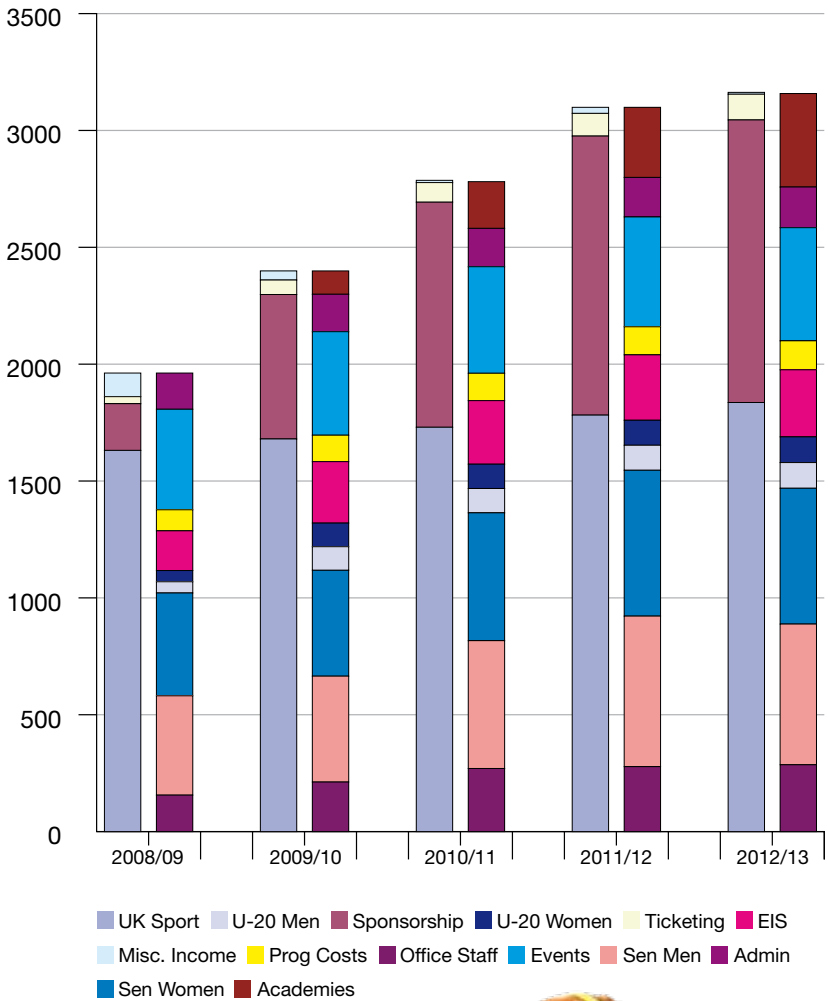
Based on these assumptions, our projections are as follows:

£0,000	2008-09	2009-10	2010-11	2011-12	2012-13
Income					
UK Sport grant-aid	1631	1680	1730	1782	1836
Sponsorship	200	618	963	1194	1209
Ticketing	30	62	84	97	110
Miscellaneous income	101	39	4	26	4
Total	1962	2399	2781	3099	3159
Expenditure					
Office staff	156	212	270	278	286
Senior men	425	453	547	644	602
Senior women	440	453	547	624	581
Under 20 men	48	101	104	107	110
Under 20 women	48	101	104	107	110
EIS/support services	170	263	272	280	287
Programme costs	90	113	117	120	124
Events	430	443	456	470	484
Administration	155	160	164	169	174
Academies	–	100	200	300	400
Total	1962	2399	2781	3099	3159
Balance	–	–	–	–	–



In graphic form, these projections appear as follows. Herein, for each of the financial years between 2008-09 and 2012-13, each year is represented by a double bar: the left-hand is income, while the right-hand bar is expenditure:

British Basketball Income & Expenditure 2008-12 (£,000)



ACKNOWLEDGEMENTS

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Nate Reinking
Ken Shields
Chris Spice
Andrew Sullivan
Dave Titmuss
Simon Tuckey
Virginia Tuckey
Neil Tunncliffe
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Calum Wood
Rick Wooldridge
Ron Wuotila
Ian Yates



British Basketball 2008-13

Game On, High Performance Strategy

Signed and approved on this second day of June 2008, by:



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