



netball
ACT

*Growing and
Strengthening
Netball in
the ACT*

**Netball ACT
Strategic Plan**

2017 – 2020





> **OUR VISION**

TO BE A
LEADER
IN SPORT





> OUR MISSION

Netball ACT will know when we have achieved our vision when netball is the sport of choice for everyone of all backgrounds across the ACT, and everyone has the opportunity to be involved in the sport in a way that brings them engagement and belonging. Netball ACT will operate under leading business practices and good governance models and in doing so will be a leader with influence in the ACT sporting industry.



> OUR PURPOSE

As the Peak Body for Netball in the ACT, we guide, govern and promote the sport and support our affiliated Districts in growing participation through provision of programs, funding and administrative tools.

We provide the opportunity for everyone in the ACT and surrounding region to participate in netball including recreational and social, schools, competitive, performance and development pathways for athletes, coaches, and umpires and officials

We build the capacity of the sport both on and off the court through competitions, events, and people development opportunities.



> OUR VALUES

The principles that guide how we operate and conduct ourselves include:

- › Promoting our strengths
- › A proactive, innovative and agile approach
- › Honesty, openness, integrity and transparency
- › Inclusiveness
- › Member focused decision making and servicing



> OUR PRIMARY OBJECTIVES

1 > GROWTH

- › Increase in people participating in netball
- › Increase in resources available to deliver netball
- › Increase in fans engaging with netball

2 > PERFORMANCE

- › Strong governance, workforce development and administration
- › Strong, clear and appropriate pathways for athletes, coaches, umpires and officials
- › Strong and inclusive participation programs

3 > LEADERSHIP

- › Engagement with our affiliated Districts
- › Engagement with the ACT Government, Netball Australia and its Member Organisations, and other key stakeholders
- › Engagement with commercial partners



OUR STRATEGIC PRIORITIES

The 4 strategic priorities upon which our plan is built are:

- > **COMMUNITY NETBALL**
- > **COMPETITIONS & EVENTS**
- > **TALENT & PERFORMANCE**
- > **CORPORATE SERVICES**

The timeframes for the initiatives within these strategic priorities are set at Immediate Term (12 months) or Longer Term (2 to 4 years).

COMMUNITY NETBALL

Grow the sport of netball in the ACT and surrounding region by engaging with the local community and key stakeholders to provide enhanced access to our sport through schools, clubs and affiliated Districts

Immediate

1. Enhanced collaboration with the Districts to promote growth and ensure netball is the sport of choice in the ACT, and providing support to the Districts with recruiting and retaining coaches, officials and volunteers
2. Engage with Indigenous netball and men's netball for initial discussions on future Netball ACT involvement
3. Develop a facilities capital maintenance plan

Longer Term

4. Proactively engage with schools and build relationships in anticipation of the full roll out of the Sporting Schools program
5. Explore opportunities for greater inclusion and disability engagement
6. Continue to promote conversion from introductory participation programs to membership

Statement of Success

Immediate

- › Meeting all Netball Australia Participation Funding Agreement KPI's
- › Establish working groups/MOU with Indigenous and Men's netball

Longer Term

- › Informed decisions are being made based on research and data
- › Provide a measure for transition from product to membership
- › Increase participation in netball through the provision of competitions in new and emerging markets

COMPETITIONS & EVENTS

Strengthen and deliver quality experiences for participants and fans through competitions events

Immediate

1. Conduct three major events, having pre-determined the clear objectives for achievement beforehand, and maximising promotional opportunities from each.
 - › GIANTS events
 - › Nationals 2017
 - › Netball ACT Presentation Night

Longer Term

2. Develop a competitions matrix to analyse what competitions we run (including District competitions) who participates, what resources are required, and what benefits are produced, to ensure that we have an integrated competition pathway
3. Explore other competitions to attract and retain participants including:
 - › State League as a development, profile, media and commercialisation tool
 - › Social competitions, such as men's competition, corporate days, Fast5, lunchtime competitions
 - › Ensure effective marketing of competitions with a view to keeping registrations at capacity

Statement of Success

Immediate

- › Deliver commercially successful events around the GIANTS games
- › Effective promotion that ensures a sell-out crowd to the two Suncorp Super Netball Games
- › Positive feedback from participants (athletes, coaches, managers and spectators) at the National Championships
- › Renewed interest (increased attendees, sponsorship and District involvement) in a re-invigorated Netball ACT Presentation Night
- › Introduce a 10 Team 8 week Summer Fast5 Competition in all five Districts

Longer Term

- › Informed by the High Performance Plan and previous Review, implement a re-vamped State League that expands competition and generates media and commercial opportunities
- › Align the competition calendar to ensure it creates a clear pathway from District to National competition

TALENT & PERFORMANCE

Provide a high performance culture for athletes, coaches, umpires and officials in the ACT to maximise and develop their full potential

Immediate

1. Develop a High Performance Plan that will help build a high performance culture in the ACT, providing a pathway for our athletes, coaches, umpires and officials and enhancing our relationship with Netball NSW. This plan will include our vision, goals and success measures for the high performance program, and the performance drivers and enablers to help achieve them
2. Review the inaugural season of the Canberra Giants to determine whether it meets our future goals in high performance, and identify ways to further enhance the existing partnership with Netball New South Wales.

Longer Term

3. Effective implementation of the High Performance Plan, continuing to feed players, coaches umpires and officials into appropriate performance pathways and competitions

Statement of Success:

Immediate

- › Canberra GIANTS finishing in the top 4 for the 2017 Season
- › Expanded competition opportunities for ACT athletes, coaches and umpires
- › Engagement with the Districts in High Performance Planning

Longer Term

- › Increasing our leadership role within the ANL partnership with NSW
- › Increased athlete representation in the Canberra GIANTS
- › Being in a position to offer enhanced High Performance support service, including in conjunction with our strategic partners
- › Athlete representation at all high performance levels of Netball

CORPORATE SERVICES

Build the capacity of Netball in the ACT through strong governance, workforce development, administration and commercialisation

Immediate

1. Develop a Commercial Plan that includes targets and revenue sources from government, sponsors, partners, suppliers/providers
2. Produce financial modelling that informs decision making on staffing costs, capital improvements, and future investing in the sport
3. Review our policy and process documentation and quality assurance systems
4. Develop an asset management plan
5. Take a structured and targeted approach to staff reviews, mentoring, professional development and succession planning

Ongoing and Longer Term

6. Continue to enhance the marketing and communications strategy and the benefits that their analysis and data provides
7. Promote Corporate Social Responsibility (CSR) activities and the recognition that they provide Netball ACT and the sport

Statement of Success:

Immediate

- › Set KPI's and benchmarks to support and measure our financial modelling
- › Increased reach through Social Media and mainstream media
- › Develop and ensure adherence to operations manuals for each department
- › Establish a Finance and Risk Management Committee

Longer Term

- › Consistent net surplus
8. Review the staffing structure to ensure it best supports the delivery of our strategy and ensure we have the right skills in the right jobs
 9. Develop a Technology Masterplan for Netball ACT



IMPLEMENTATION AND REVIEW MECHANISMS

- › The General Manager and the management team will develop the underpinning operational plans to deliver the priorities of the Strategic Plan
- › The Strategic Plan will form the core agenda for the Board and will guide all decision-making
- › The Plan will be monitored by the General Manager and the Directors at Board meetings
- › The Plan will be formally reviewed annually in December/ January and may be adjusted to take into account a changing operating environment and/or to capture new opportunities



SolarHub ACT Netball Centre
435 Northbourne Avenue
Lyneham ACT 2602
Phone: 02 6241 4088
act.netball.com.au

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