



Governance and Membership Review

RECOMMENDATIONS REPORT



Prepared by McLaughlin Sports Consultancy
6 NOVEMBER 2015

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Statement of Limitations

McLaughlin Sports Consultancy (MSC) has collected and analysed a range of evidence relating to the current relevance and effectiveness of Netball Western Australia's governance / membership structure and activities.

MSC has completed Stages 1-11 of the Netball Western Australia (NWA) Governance and Membership Review, with the degree of skill, care and diligence always exercised while performing services of this nature. All recommendations tabled within this Paper are based on the evidence collected and analysed via the agreed project methodology – refer to Figure 1 on Page 4.

As when undertaking any project of this nature, it is impossible to collect and analyse all potentially relevant evidence, from all potentially relevant sources, whilst working within both the scope and budgetary constraints of the project.

McLaughlin Sports Consultancy takes no responsibility for the completeness or form of any subsequent copies of this Report.



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Section 1 – Executive Summary

This *Recommendations Report* highlights a series of recommendations to come from research conducted by McLaughlin Sports Consultancy (MSC) in its undertaking of an independent *Governance and Membership Review*, of behalf of Netball Western Australia (NWA). The Review methodology used by MSC (as agreed by the NWA Project Reference Group) is outlined in Figure 1, below, and has taken place between July and November 2015.

Figure 1 – Project Methodology

1. Teleconference with the Project Owner (e.g. NWA CEO and President) to confirm the project scope and methodology details, as well as to discuss the purpose and make up of the Project Reference Group (PRG) - 22 July 2015.
2. Face to face PRG meeting to clarify the background and objectives of the review, clarify the role of the PRG, confirm the expectations of the PRG members, clarify any assumptions and for Mike McLaughlin to seek input / guidance in relation to specific project related matters - 29 July 2015.
3. Research / document review (e.g. relevant NWA material, regional materials, statistics re participation, clubs, centres, social netball, membership revenue, etc and innovative / contemporary SSA governance structures used in other sports and in other states / countries) - 21 August 2015.
4. Development, distribution and analysis of a series of specifically designed e-surveys (e.g. NWA Member Regions, affiliated associations, clubs, providers of social netball, schools currently offering netball as a sport offering, Net-Set-Go providers, providers of non-affiliated competitions / events, coaches, umpires, life members, past elite players and others as guided by the PRG - 2 Sept 2015.
5. Development of a Preliminary Findings and Opportunities Paper based on evidence collected via Stages 1-4 - 24 September 2015.
6. PRG teleconference to discuss Stage 5 outputs - 29th September 2015.
7. Up to 25 face to face interviews and 3 face to face focus group sessions with representatives of key stakeholder groups over 5 days (as guided by NWA) - e.g. WADSR, Regions, affiliated associations, clubs, providers of social netball, schools currently offering netball as a sport offering, Net-Set-Go providers, providers of non-affiliated competitions / events, coaches, umpires, life members) - 5-9 October 2015.
8. Up to 25 phone interviews with representatives of key stakeholder groups (as guided by NWA) - e.g. WADSR, Regions, affiliated associations, clubs, providers of social netball, schools currently offering netball as a sport offering, Net-Set-Go providers, providers of non-affiliated competitions / events, coaches, umpires, life members (5 days) - 13-15 October 2015.
9. Interview / focus session Findings Summary Paper and the presentation of a number of potentially suitable membership and governance structure options - 26 October 2015.
10. PRG teleconference to discuss Stage 9 outputs - 29 October 2015
11. Recommendations Report - 9 November 2015.
12. PRG meeting (face to face in Perth) to discuss the recommendations and the future implementation implications of those which are accepted in principle - 12 November 2015
13. Based on the outcome of Stage 12, develop a Post Review Implementation Plan, designed to provide NWA with specific strategies to enable the effective implementation of accepted recommendations - 20 November 2015.

Based on the information gathered via Stages 1 – 10 of the Review (refer to Figure 1, above), this Report provides advice to the NWA Board and Senior Management, which, if implemented, will assist NWA to achieve the planned objectives of the Review (refer to Figure 2, below).

Figure 2 – Review Objectives



Key Findings and Opportunities

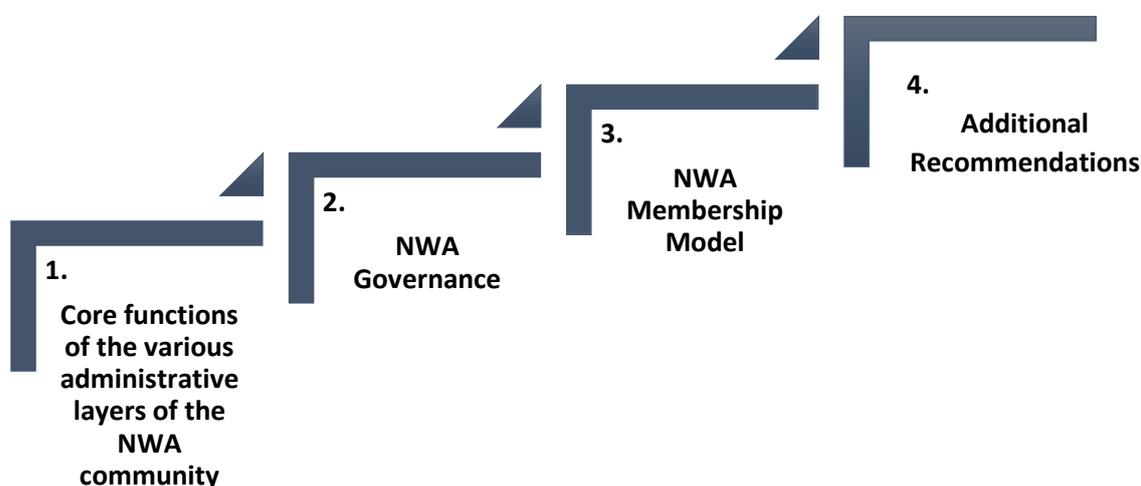
The Review Methodology involved MSC’s development of a *Preliminary Findings and Opportunities Paper* (Project Stage 5) and an *Interview and Focus Session Findings Summary Paper* (Project Stage 9). These Papers presented an extensive list of evidence-based findings and opportunities, all of which have been considered by MSC when crafting the recommendations presented in this Report.

The 2 aforementioned Papers are included as Appendices to this Report – therefore their details are not included within the body of this *Recommendations Report*. As such, **it is strongly recommended that the *Preliminary Findings and Opportunities Paper* and the *Interview and Focus Session Findings Summary Paper* be read in their entirety prior to consuming this *Recommendations Report*.**

Recommendations

Section 5 – Recommendations, within this Report presents 18 evidence-based recommendations aligned with the Review Terms of Reference, which have been clustered into 4 Recommendation Focus Areas, as per Figure 3, below.

Figure 3 – Recommendation Focus Areas



A **brief overview** of Review recommendations are presented in the following table.

Recommendation	Brief Summary
<p>1.1 Role Identification</p>	<p>It is recommended that the core roles of the key entities within the Netball WA community align significantly with those outlined in Figure 5 on Page 16 of this Report.</p>
<p>1.2 NWA Staffing Matrix</p>	<p>It recommended that NWA undertake a human resource audit to:</p> <ul style="list-style-type: none"> a) Map the current roles and activities of staff (and frequently used contractors) to the operational activities required for NWA to effectively undertake the NWA related roles outlined in Figure 5, on Page 16 of this Report; and b) Identify NWA HR requirements needed to enact NWA Board endorsed recommendations to come from this Review. <p>The result of this process should be a NWA staffing matrix which highlights who does what and which gaps exist within the current staffing model. This matrix will then allow NWA to fill identified gaps in a manner it sees fit.</p>
<p>2.1 NWA Governance Model (Phase 1)</p>	<p>It is recommended that NWA work collaboratively and openly with its member Regions and Associations to clearly identify and agree upon, which governance / administrative activities are to be viewed as “whole of Netball” activities, and therefore best managed by NWA, and which will be viewed as Region and Association specific Netball governance / administrative activities.</p>
<p>2.2 Single Strategic Plan for Netball in WA</p>	<p>It is recommended that NWA work in close collaboration with its key stakeholders to have the 2014-2018 NWA Strategic Plan be recognised as; and operate as a single strategic plan for Netball in WA.</p> <p>It is also recommended that NWA develop a Region, Association and Club Strategic Prioritisation Tool / Template to allow Regions and Associations to identify the aspects of the NWA Strategic Plan each entity will focus on during specified periods of time (i.e. in line with their identified roles / functions).</p>
<p>2.3 NWA Governance Model (Phase 2)</p>	<p>In the case of Regions identified as poorly performing (as outlined in Recommendation 2.3 <i>Rationale</i> in Section 5), it is recommended that NWA work with the relevant Regions and the effected Associations, to alter the model governing Netball in the identified geographical areas.</p>
<p>2.4 NWA – A Public Company Limited by Guarantee (PCLG)</p>	<p>It is recommended that NWA undertake the necessary actions to convert from an Incorporated Association under the Incorporated Association Act 1987 (WA), to a PCLG.</p> <p>Although the option presents itself for NWA to set up a subsidiary PCLG (e.g. <i>NWA Indigenous Enhancement Foundation</i>), the current size and nature of NWA as an organisation and the broader benefits associated with NWA becoming a PCLG, demonstrate the need for NWA to convert to a PCLG.</p>

Recommendation	Brief Summary
<p>2.5 NWA Board Composition</p>	<p>a) It is recommended that the mix of appointed members to elected members of the NWA Board be amended from 2:5 (current) to 3:4.</p> <p>b) It is recommended that NWA Board directors not be able to hold any official position which provides a material conflict of interest (actual or perceived).</p>
<p>2.6 NWA Member Voting Rights</p>	<p>It is recommended that the NWA Constitution be amended to articulate that Member Regions (as the only category of voting members), have the following voting rights:</p> <ul style="list-style-type: none"> ✓ <i>The right to dismiss and appoint a director and replace parts of, or the whole Board. This power provides the members with the ultimate accountability of directors and, by extension, the administration.</i> ✓ <i>The right to approve or reject amendments to the constitution. The constitution is the organisation's primary charter and provides members with transparency and process for governance.</i> ✓ <i>The right to approve or reject significant changes to NWA's core business.</i> ✓ <i>The right to vote on a resolution to voluntarily wind up the association.</i> ✓ <i>The right to approve or reject 'usual business' items at annual general meetings (AGMs).</i> <p>In all other matters, the management and board should have the authority to act in the best interests of the whole of the sport and its beneficiaries. This will ensure the NWA Board and management have appropriate powers to influence required change to achieve whole of sport outcomes.</p>
<p>3.1 1-Netball Community Model</p>	<p>It is recommended that NWA develop a 1-Netball Community Model which:</p> <ol style="list-style-type: none"> 1. Maintains current NWA revenues gained via membership; and 2. Clearly identifies the value proposition associated with each element of the mix (i.e. various forms of membership, various participation categories and various partnership categories). This process will need to include the fees payable to NWA associated with each element of the mix and the benefits received by individuals and entities who pay NWA these fees.
<p>3.1.1 Current Membership Model</p>	<p>a) It is recommended that no significant changes be made to the current membership categories, including the fees attached to the various membership fees (with the exception of the non-playing membership category – refer to Recommendation 3.1.2, below).</p> <p>b) It is recommended that NWA access new members via new activities (e.g. affiliated social / modified Netball competitions), using current membership categories (e.g. individual short season memberships).</p>

Recommendation	Brief Summary
<p>3.1.2 Non-Playing Membership</p>	<p>It is recommended that NWA maintain the non-playing membership category currently in place, however that no membership fee be attached to this category of membership. This will allow NWA to capture this critical element of the Netball community, in order to build the capacity of this group and to manage the data associated with it, whilst also removing a significant barrier to volunteers engaging in various non-playing roles.</p>
<p>3.1.3 1-Netball Community Fees as a % of total NWA Revenue</p>	<p>It is recommended that the revenue gained via fees associated with all 3 elements of the 1-Netball Community Model (i.e. membership, partnerships and registered participants) equate to approximately 20% of total NWA revenue. Note: <i>This does not include the revenue NWA gains from Net-Set-GO participants (i.e. \$357,910 in 2015).</i></p>
<p>3.1.4 Fixed Membership Fee Model</p>	<p>It is recommended that NWA work with its Regions and Associations to formally explore the implementation of a fixed annual membership fee model (e.g. fixed for 3 years + CPI), where NWA looks to negotiate a fixed annual membership fee with the 70+ associations, linked to their average <i>total</i> membership over the past 2-3 years. This fee could be slightly less than the total annual capitation fees they have been paying recently, in order to ensure associations are not worse off financially. It is recommended NWA consider adopting Netball Tasmania’s simple fee collection system – invoicing Associations quarterly for the required amount.</p> <p>Note: <i>NWA may be well-served to consider using an “opt-in” approach to this model, allowing Associations keen on the idea to be part of the model and those not so keen (e.g. regional and remote Associations operating in areas of population flux) to continue using the current model.</i></p>
<p>3.1.5 Registered Participant Element of the 1-Netball Community Model</p>	<p>It is recommended that NWA design a series of <i>registered participant</i> categories (with associated value propositions) for the following categories (at least) and that the data associated with these registered participants be appropriately captured by NWA:</p> <ul style="list-style-type: none"> ✓ <i>NWA endorsed schools competition participants</i> ✓ <i>SchoolNet clinic participants</i> ✓ <i>New and innovative NA and/or NWA product participants</i> ✓ <i>Participants of non-affiliated Netball competitions (e.g. those run in community / commercial indoor centres)</i>

Recommendation	Brief Summary
<p>3.1.6 Partner Element of the 1-Netball Community Model</p>	<p>It is recommended that NWA design a series of <i>1-Netball Community Partner</i> categories (with associated value propositions) for the following categories (at least):</p> <ul style="list-style-type: none"> ✓ <i>Commercial and community sport and recreation centres currently offering (or able to offer) various forms of Netball (e.g. unaffiliated social competitions, indoor Netball, etc.)</i> ✓ <i>School related groups (e.g. School Sport WA, Associated Catholic Colleges, Independent Girls School Sport Association, schools with NWA recognised Netball Excellence Programs, etc.)</i> ✓ <i>Indoor Netball WA</i> ✓ <i>Indoor Sports WA</i> ✓ <i>Sport Education and Development Australia (SEDA)</i> ✓ <i>NWA endorsed providers of new forms of <u>affiliated</u> Netball competitions / products</i>
<p>3.2 1-Netball Community Model Engagement Strategy</p>	<p>It is recommended that once NWA has designed the 1-Netball Community Model (as outlined in Recommendations 3.1 – 3.1.6) that it develops and implements a 1-Netball Community Model Engagement Strategy.</p> <p>The core purpose of this strategy would be to clearly, openly and persuasively communicate the benefits associated with relevant elements of the model, to relevant elements of the 1-Netball Community.</p> <p>In essence, the 1-Netball Community Model <i>Engagement Strategy</i> should be used to effectively guide NWA’s communication, promotion and implementation of the model across the network, in a manner appropriate to the individual elements within the Model (i.e. members, registered participants and 1-Netball Community Partners).</p>
<p>4.1 NWA Digital Strategy</p>	<p>It is recommended that following the NWA Board’s endorsement of some / all of the recommendations within this Report, NWA develop and then implement an organisational Digital Strategy to assist in the effective implementation of identified Review recommendations; and of course, other key NWA strategic priorities (as contained within the 2014-2018 Strategic Plan).</p>
<p>4.2 NWA / Basketball WA Strategic Facility Plan</p>	<p>It is recommended that NWA work closely and proactively with all relevant stakeholders, in order to fulfil its responsibilities, as outlined in the <i>Implementation Plan</i> section of the NWA / Basketball WA Strategic Facilities Plan - http://www.dsr.wa.gov.au/about/plan-for-the-future/netball-wa-strategic-facilities-plan.</p>