



NETBALL IN THE SHIRE

FRAMING THE FUTURE! 2017-2022

A strategic plan for enhanced collaboration and growth within the
Sutherland Shire Netball Community



Our Plan

Sutherland Shire Netball Association Incorporated commenced in 1960 as the Sutherland Shire Girls Basketball Association. Since that time there have been many changes including the name of the Association to the **Sutherland Shire Netball Association**. Since this time, Netball in the Sutherland Shire (the Shire) has flourished and provided hundreds of thousands of local people the opportunity to develop as Netball players, coaches, officials, administrators; and as people. Due to the great work of many passionate and giving people since the formation of Sutherland Shire Netball Association (SSNA) and its member clubs, SSNA is currently the largest single association in NSW, with over 6,000 registered members. We are VERY proud of our history and every person who has played a part in it!

We believe in the power of Netball to have a positive impact on all people within the Shire, through their engagement in our sport (e.g. as a player, coach, official, volunteer, supporter / spectator, parent / caregiver, etc.). As such, this plan is intended to be relevant to everyone within the Shire Netball community - *i.e. the Sutherland Shire Netball Association (SSNA), Netball clubs affiliated with SSNA, affiliated playing members and non-playing members, participants in Netball programs offered throughout the Shire, or supporters of our great sport.*

In early 2017, the SSNA Council (i.e. 2 delegates from each of the 25 clubs affiliated with SSNA, office bearers of SSNA and SSNA life members) agreed that a formal plan was needed for Netball in the Shire to continue to flourish, in what are changing times for sport in this country. The SSNA Council agreed a plan would help the entire Shire Netball community to work together as a united collective, to drive the growth of our sport and the effectiveness of our operations. Following this decision, SSNA, its member clubs and other key elements of the Shire Netball Community, have worked positively and openly together, for "the benefit of the sport" in our area. The result of this collaboration, is the development of the first ever "whole of sport" strategic plan for Netball in the Shire - **NETBALL IN THE SHIRE - FRAMING THE FUTURE!**

We see 2017-2022 as the most exciting period of our sport's long history in the Shire. We are confident in the role **NETBALL IN THE SHIRE - FRAMING THE FUTURE!** will play in maximising the success of all elements of our sport during this period. Together, we will provide meaningful and positive experiences for our members and others who engage in Netball, as well as introducing more people to our great sport. Each element of the plan is important. Each is connected. Combined, they will fuel growth. As we deliver this plan, we will see Netball in the Shire unleashed.

Karen Salter
- SSNA President

What is NETBALL IN THE SHIRE - REFRAMING THE FUTURE?

All elements of the Shire's Netball community have achieved great things on and off the courts for many years. **NETBALL IN THE SHIRE – FRAMING THE FUTURE!** has been developed to:

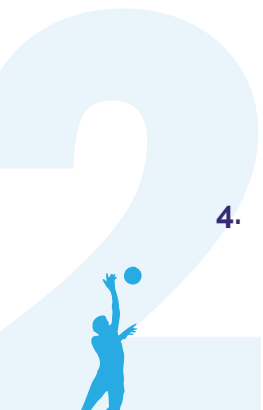
1. Provide **vision and direction** to SSNA and its member clubs;
2. Guide the future **growth and capacity** of the Shire Netball community;
3. Encourage **coordination, cooperation** and **collaboration** amongst the Shire Netball community;
4. Ensure the

relevance of Netball within the Shire's sporting sector and broader community; and

5. **Excite the Shire Netball community** enough to work together to ensure the **successful and sustainable future** of Netball in our area, in what are rapidly changing times.

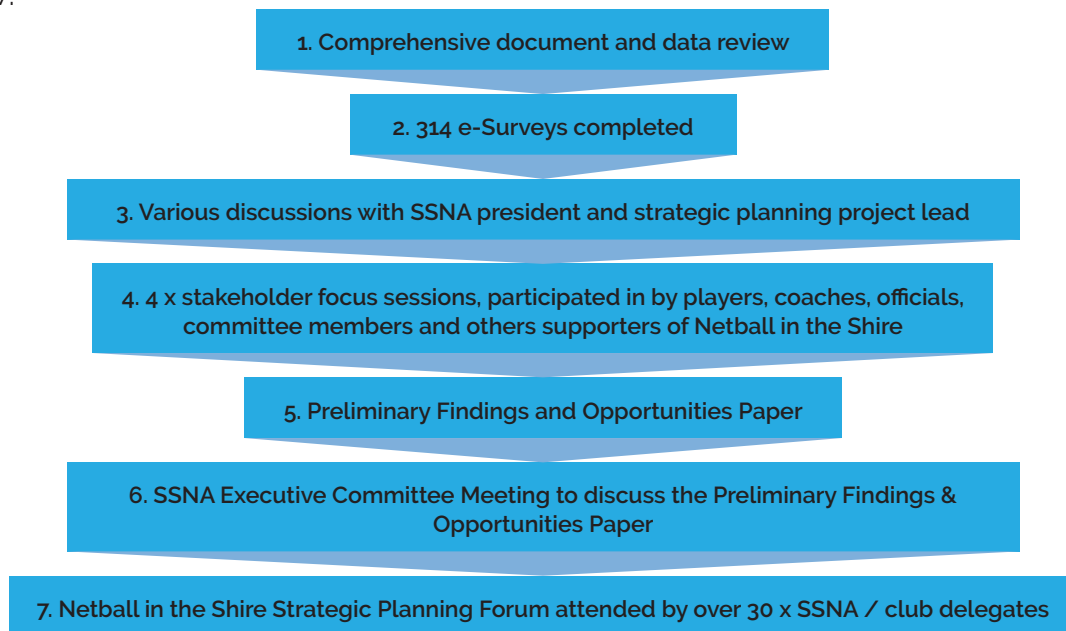
NETBALL IN THE SHIRE – FRAMING THE FUTURE! outlines what the Shire Netball community plans to achieve collectively and how it plans to do so over the 2017-2022 period. Individual Netball clubs within the Shire will

have individual strategic objectives, which are not included in this plan, however our “whole of sport” planning approach is designed to help embed formalised cross-club / association collaboration and alignment in areas of joint need.



Developed by the Shire Netball Community for the Shire Netball Community

Creating the right plan to move the sport of Netball forward in the Shire has taken careful thought and consideration. It has also taken time and contributions from stakeholders across all elements of the Shire Netball community. A summary of the work done in the lead up to developing **NETBALL IN THE SHIRE – FRAMING THE FUTURE!** is presented below:



A Necessary Shift in Focus

In the last 57 years, SSNA has seen many changes. The nature of sport and how Australians engage with it has changed significantly in recent times. Due to various sport and recreation megatrends (refer to: *The Future of Australian Sport*), as well as recent social, political and financial influences impacting on Australians, the sustained success of Netball in the Shire is far from assured. Based on this awareness, the Shire Netball community has identified the need for some fundamental changes in the way we work together to ensure we embrace broad **collaboration** and **inclusion** to achieve our future collective potential.

SSNA, our member clubs and the broader Shire Netball community is committed to working openly and collaboratively together to ensure we maximise the future relevance and effectiveness of all aspects of our sport in the Shire in these rapidly changing times.



Netball in the Shire - Our Way!

Our Common Purpose

For the Shire Netball community to work together to enable our community to engage with Netball in meaningful and positive ways; and to remove barriers to this occurring. We will provide the right participation opportunities for more people in the Shire and show a new generation how to get involved and stay involved with our amazing sport.

Our Common Vision

"We will work together to connect and develop the community through Netball in the Shire".

Our Behavioural Framework

Our Behavioural Framework will drive all that we do. We will reflect a positive, collaborative and respectful approach to working effectively and transparently with all partners. We will live a **"what's possible"** mindset, underpinned by all people within the Shire Netball community, "owning" the positive role they play in enhancing Netball in our area. **When we do this, our potential is limitless!**

- **Collaboration** – SSNA and its affiliated Clubs will plan, deliver, monitor and review our core business in collaboration, for the benefit of the sport as a whole. We will always communicate openly and work together, to be better tomorrow than we are today.
- **Innovation** – We will be open to new ideas and different ways of thinking; we are prepared to be challenged; we are committed to sharing ideas and information; and to displaying collective determination and drive for the benefit of all elements of Netball in the Shire.
- **Opportunities** – We are committed to having an "opportunity" mindset, as opposed to a "problem" mindset. We will work together to create collective opportunities, for the betterment of Netball in the Shire.
- **Respect** – Respect is a two-way process, which involves sharing, collaboration and commitment. This value is fundamental to how we behave. Openness brings with it responsibility and certain expectations and it calls for free and open communication with others.
- **User Experience (UX)** – Everything we do stems from us being 'End-User Focused'. We are committed to accurately identifying the specific motivators of individual Netball user-groups (e.g. clubs, players, coaches, umpires, volunteers, parents, supporters, sponsors, etc.); and to developing / delivering systems, programs and products designed specifically to meet these motivators.



Our Strategic Priorities and Proof Points

To achieve **OUR COMMON VISION** we will prioritise:

1. Leading the Way

We will work collaboratively, through aligned behaviours, systems, policies, procedures and programs, to build a sustainable sports business.

We are open to new ideas and different ways of thinking; we are prepared to be challenged; we are committed to sharing ideas and information; and to displaying collective determination and drive for the benefit of Netball in the Shire.

Excellent communication – with all elements of the Sutherland Shire Netball community

Excellent governance

Excellent planning

Better use of new technologies within all elements of our operations

Excellent financial management and sustainable investment into growing our sport

Streamlined and best practice policies and procedures for all areas of our operations

Excellent club delivery framework

Access to high quality training and competition facilities

Excellent brand-building and promoting a brand which resonates with all people in the Shire and will maximise commercial revenue for SSNA and our partners

2. More Play

We want more people, of all ages, backgrounds and abilities, participating and competing in all forms of Netball in the Shire, more often. We aspire to provide every person in the Shire with the opportunity to participate in Netball in a way which meets their needs.

More recreational / social players

More competition players (of all ages and standards)

More competition players Providing greater access to new and more flexible competition formats

More male players

More NetSetGo participants

Sustainable investment into helping our players achieve their sporting dreams

Our Workforce

We will make all elements of Netball (not just playing) more accessible to all people in the Shire and inspire the next generation of coaches, officials and volunteers. We will create opportunities for all people in the Shire to feel part of our great sport and to be developed via their involvement with it.

Skilled and supported Executive Committee and Sub-Committee volunteers

More skilled and supported staff and interns

More skilled and supported coaches

More skilled and supported umpires and bench officials



Our Projects

Between 2017 and 2022, SSNA will work with all elements of the Shire Netball community and other partners, to develop, implement and review a suite of **strategic projects**, designed to achieve our Proof Points over the 5 year lifecycle of ***NETBALL IN THE SHIRE – FRAMING THE FUTURE!***





Annual Activation Plans

To ensure the effective implementation of all strategic projects within **NETBALL IN THE SHIRE – FRAMING THE FUTURE!**, **Annual Activation Plans** will be developed throughout its lifecycle. These will identify which strategic projects will be initiated each year; and what joint human, physical and/or financial resources will be allocated to each project.

Between 2017 and 2022, we will prioritise the following **10 strategic projects:**

Strategic Priority 1 – Leading the Way

Project – SSNA Governance Reform

SSNA governance structure and operations review.

- Review and re-design the SSNA governance structure (i.e. Council, Executive Committee and Sub-Committees / Project Teams) to align with current leading practice and to align with key strategic priority areas contained within this strategic plan.
- Update the SSNA constitution to reflect current leading practice.
- Conduct an audit of all SSNA policies and procedures and develop of a suite of contemporary and centralised association policies and procedures.

- Implement annual Board continual professional development program, designed to support individual and group improvement.

Note: Refer to the links below for excellent support resources:

1. Sport Governance Principles
2. Board composition and operations
3. Good governance in grassroots sport - self assessment tool

- Work with all Clubs to encourage them to complete the ASC on-line Club Health Check Tool -
www.ausport.gov.au/supporting/clubs/club_health_check and access the support resources relevant to their club.

- Recognise and reward Clubs who complete the Club Health Check process and are working to improve their operations.

Project – Club Support Initiative

An initiative designed to assist SSNA affiliated Clubs to identify how they are operating in key areas; and to then provide them with a suite of user-friendly and relevant resources to help them improve in areas of identified need (e.g. governance, planning, marketing, participation offerings, etc.).



Project – Costed Annual SSNA Activation Plans

Ensure the effective and sustainable investment of SSNA financial resources for the benefit of the association and its members.

- Develop and implement fully costed annual activation plans, aligned with the **NETBALL IN THE SHIRE – REFRAMING THE FUTURE!** Strategic Plan.

Project – Netball in the Shire Facilities Strategy
Ensure access to the right number of high quality Netball courts, to allow Netball in the Shire to grow.

- Develop and implement a SSNA indoor facility development action plan designed to successfully develop an additional indoor court / facility at the Bellingara Road Netball facility.

- Undertake an audit of current SSNA and club court usage (i.e. when are courts used and when are they not?).

- Develop and implement a *Netball in the Shire Facility Management Action Plan*, designed to ensure the size and nature of all Netball courts in the Shire meet current and future demand.

Note: Note: Work with Netball NSW to access the 2018-2033 Netball in NSW Statewide Facility Strategy and to identify how SSNA can benefit from this document.

Project – Netball in the Shire Marketing Communications Strategy

A Strategy designed to maximise the effectiveness and reach of our communications with both internal and external partners and to maximise SSNA's brand exposure, and optimally market Netball in the Shire.

- Develop a *Netball in the Shire Digital Strategy*, designed to specify how digital systems, tools and activities can help SSNA and Clubs to more effectively and efficiently manage our core business.

- Develop and implement a simple and user-friendly Marketing Plan designed to increase SSNA's commercial revenue.

- Develop a sponsorship proposal resource / template for use by SSNA Board / staff (current and future) and Clubs to secure commercial sponsorships.



Strategic Priority 2 – More Play

- Review all current SSNA competitions / competition formats to assess current effectiveness and identify future opportunities; and implement all endorsed recommendations.
- Develop and implement a *Netball in the Shire "Whole of Sport" Participation Growth Strategy*, designed to align all current and future SSNA participation offerings and competitions with identified end-user needs and wants; and increase player, coach and umpire numbers year on year.

Project – Netball in the Shire Participation Growth Strategy

A Strategy designed to guide our activities, as they relate to growing all current and future Netball participation related competition, product and program offerings in the Shire.

Project – Netball in the Shire Player, Coach and Umpire Development Pathway

A unified whole of sport pathway that provides high quality player, coach and umpire development programs for SSNA members/ participants, in line with Netball Australia frameworks.

- Work with Netball Australia to identify the nature of the new Netball Australia Player Pathway Framework, which elements of this Framework relate to netballers in the Shire and which NA support resources are available for SSNA coaches, umpires and players.
- Promote the New NA Player Pathway Framework to ensure netballers, coaches and umpires in the Shire have access to the NA support resources in order to assist/ guide their progress through the pathway.

- Utilise the NA Player Pathway Framework (due to be released in late 2017) to develop and implement Netball Excellence Programs designed to support SSNA players, coaches and umpires in each stage of development within the pathway. These programs will include (but will not be limited to):

- 1 *Talented Player Development Program;*
- 2 *Talented Coach Development Program; and*
- 3 *Talented Umpire Development Program.*



Strategic Priority 3 – Our Workforce

Project - SSNA Staff and Intern Strategy
Restructure the SSNA human resource model to ensure the effective delivery of the **NETBALL IN THE SHIRE – REFRAMING THE FUTURE!** Strategic Plan.

- Implement all endorsed recommendations to come from the SSNA Governance Reform project (refer above) – i.e. recruit, support, train and retain an updated and best practice SSNA governance structure.
- Recruit all key staff, contract and/or intern positions, as required, in order to professionally drive the successful delivery of the **NETBALL IN THE SHIRE – FRAMING THE FUTURE!** Strategic Plan. Potential paid staff positions to consider may include:
 - 1 SSNA General Manager
 - 2 SSNA Competitions Coordinator
 - 3 SSNA Participation Growth and Development Coordinator (players, coaches and umpires)
 - 4 University intern (voluntary) – digital technologies
 - 5 University intern (voluntary)–marketing/ commercial

Note: A professional sports recruitment firm such as sportspeople.com.au will be used to assist in the recruitment process. Implement annual Board continual professional development program, designed to support individual and group improvement.

- Implement relevant aspects of the Participation Growth Strategy (refer above) to increase the number of active accredited coaches at each level of NA accreditation, year on year.
- Implement relevant aspects of the Participation Growth Strategy (refer above) to increase the number of active accredited umpires at each level of NA accreditation, year on year.
- Implement relevant aspects of the Netball in the Shire "Whole of Sport" Player, Coach and Umpire Development Pathway project (refer above).

Project – Coach and Umpire Recruitment Program

A Strategy to effectively attract, train, support and retain a coach and umpire workforce of sufficient size and skill, to meet current and future demands.

Project – Volunteer Recognition Program
A Strategy to recognise and reward Club and SSNA volunteers for their efforts in helping Netball in the Shire.

- Develop and implement an association wide volunteer (coach, umpire, administrator + others) recognition and reward program and annual event.



Project Matrix

The matrix below maps each of our 2017-2022 Strategic Projects, to our Strategic Priorities and Proof Points. This process ensures our collective activity is always aligned to our plan.

Strategic Projects										
Strategic Priorities and Proof Points	SSNA Governance Reform	Club Support Initiative	Costed Annual SSNA Activation Plans	Netball in the Shire Facilities Strategy	Netball in the Shire Marketing Communication Strategy	Netball in the Shire Participation Growth Strategy	Netball in the Shire Player, Coach and Umpire Development Pathway	SSNA Staff and Intern Strategy	Coach and Umpire Recruitment Program	Volunteer Recognition Program
	STRATEGIC PRIORITY AREA 1 – LEADING THE WAY									
	Excellent governance	✓	✓	✓						
	Excellent planning	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Excellent financial management and sustainable investment into growing our sport	✓	✓	✓				✓		
	Streamlined and best practice policies and procedures for all areas of our operations	✓	✓	✓						
	Access to high quality training and competition facilities			✓	✓					



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	Excellent brand – building and promoting a brand which resonates with all people in the Shire and will maximise commercial revenue for SSNA and our partners		✓		✓	✓		✓		✓
	Excellent communication – with all elements of the Sutherland Shire Netball community	✓	✓		✓			✓		✓
	Excellent club delivery framework	✓	✓	✓			✓	✓	✓	✓
	Better use of new technologies within all elements of our operations	✓	✓	✓		✓	✓	✓	✓	✓

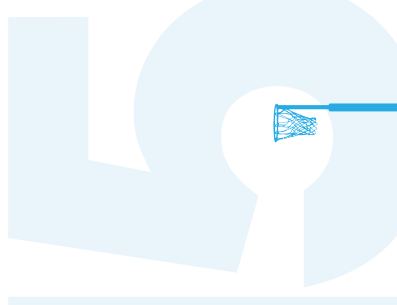


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		STRATEGIC PRIORITY AREA 2 – MORE PLAY										
		More NetSetGo participants		✓	✓	✓	✓	✓	✓	✓	✓	✓
		More recreational / social players		✓	✓	✓	✓	✓	✓	✓	✓	✓
		More competition players (of all ages and standards)		✓	✓	✓	✓	✓	✓	✓	✓	✓
		More male players		✓	✓	✓	✓	✓	✓	✓	✓	✓
		Providing greater access to new and more flexible competition formats			✓	✓	✓	✓	✓	✓	✓	✓
		Sustainable investment into helping our players achieve their sporting dreams			✓			✓	✓			



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	STRATEGIC PRIORITY AREA 3 – OUR WORKFORCE										
	Skilled and supported Executive Committee and Sub-Committee volunteers	✓	✓	✓	✓	✓	✓	✓	✓	✓	
	More skilled and supported coaches			✓			✓	✓	✓	✓	✓
	More skilled and supported umpires and bench officials			✓			✓	✓	✓	✓	✓
More skilled and supported staff and interns	✓	✓	✓	✓	✓		✓	✓	✓	✓	

Via the successful implementation of our identified strategic projects, all of our Strategic Priorities will be achieved and our Proof Points will be clear for all to see.





Our Future Now

NETBALL IN THE SHIRE – FRAMING THE FUTURE! aims to build on the collaborative work done by many people and organisations within the Shire Netball community over many years. It will use this platform to make exciting and challenging changes to *what we do, when we do it, how we do it, where we do it* and *who we do it with*.

NETBALL IN THE SHIRE – FRAMING THE FUTURE! signals the start of a new and extraordinary chapter in the life of Netball in the Shire and everyone who engages with it. Every stakeholder has a role to play in delivering our plan. We will be working closely with all key stakeholder groups and individuals to ensure Netball achieves its immense potential in the Shire between 2017 and 2022 (and beyond).

Through renewed trust, cooperation, connection and commitment, we can and will achieve our vision.

***“We will work
together to
connect and
develop the
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