



2018 2022

STRATEGIC PLAN



FROM THE PRESIDENT AND CEO

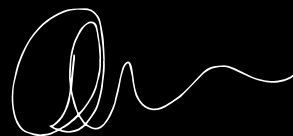
We are proud to present the Netball WA Strategic Plan for 2018-2022.

This Plan is the result of a State-wide consultation process conducted at all levels of our game over the past 18 months, engaging Members and stakeholders from across our sport. The input of our Partners, Regions, Associations, Clubs, players, umpires, officials and stakeholders into this process has been invaluable. We sincerely thank all stakeholders for the contribution they have made to this process, which will ensure that this Plan will empower participants at all levels to take control of their netball destiny, shape their journey, and work together towards our common purpose: Advancing Netball, Advancing Communities.

Over the past five years we have cemented ourselves not only as the first choice sport for women and girls in Western Australia, but as a leader within the broader sporting community. As the custodians of netball in this State, it is Netball WA's responsibility to position our sport to capitalise on this period of prosperity. We have laid the foundation, but now we must take another step forward as we strive to set new benchmarks for women's sport and sport in general.

Through four Strategic Pillars, namely People and Culture, Participation, Pathway and Business Performance, we commit to the ongoing growth of our sport, whilst arming our participants with the best possible facilities, resources, education and opportunities. Through existing programs, and new initiatives, we will continue to break new ground for participation, solidifying netball's inclusive reputation. We will make innovation a priority by pursuing avenues through which to push the boundaries, rather than being limited by them. Most importantly though, we will value our people unlike ever before because, at its core, our sport is built on connected communities.

We embrace our responsibility, and trust that you share our enthusiasm and passion for what promises to be an exciting and successful era that lies ahead of us. Consider this Strategic Plan our pledge to our partners, members and participants that netball will continue to be a leader in WA. We look forward to working with each and every one of our stakeholders in making today's vision, our future's reality.



Deane Pieters – President



Simon Taylor – CEO

VISION

A female netball player is shown in profile, reaching out with both hands to catch an orange netball. She is wearing a blue sleeveless jersey over a light blue long-sleeved shirt, and a dark blue skirt with white patterns. Her hair is in a braid with a small blue and white flower accessory. The background is a blurred crowd of spectators. The word "VISION" is overlaid in large, green-outlined letters at the top of the image.

TO BE THE ***SPORT
OF CHOICE*** IN
WESTERN AUSTRALIA

PURPOSE



ADVANCING NETBALL,
ADVANCING COMMUNITIES



**PROFESSIONALISM
COLLABORATION
INNOVATION**

VALUES

OUR BEHAVIOURS

These six agreed behaviours will define our path to success within this Plan. These are whole of sport behaviours, relatable to all participants from the grassroots through to the elite level, inclusive of our partners, administrators, players, umpires, officials and stakeholders.

Our ability to integrate them across all facets of our sport will be critical in our journey towards a common vision of becoming the sport of choice in Western Australia. It is essential that we both adhere to our agreed behaviours and, most importantly, hold each other accountable to them, in order for our sport and all within it, to set the highest standards.

1

BE ON THE SAME SIDE AND ACT AS **ONE**.

2

ALWAYS **SUPPORT** EACH OTHER TO REACH OUR **GOALS**.

3

BE OPEN AND **HONEST**.

4

FIND A WAY TO **DO** WHAT WE SAY WE WILL DO.

5

LISTEN TO AND **VALUE** OUR PEOPLE.

6

BE THE **BEST** AT WHAT WE DO.



STRATEGIC PILLARS

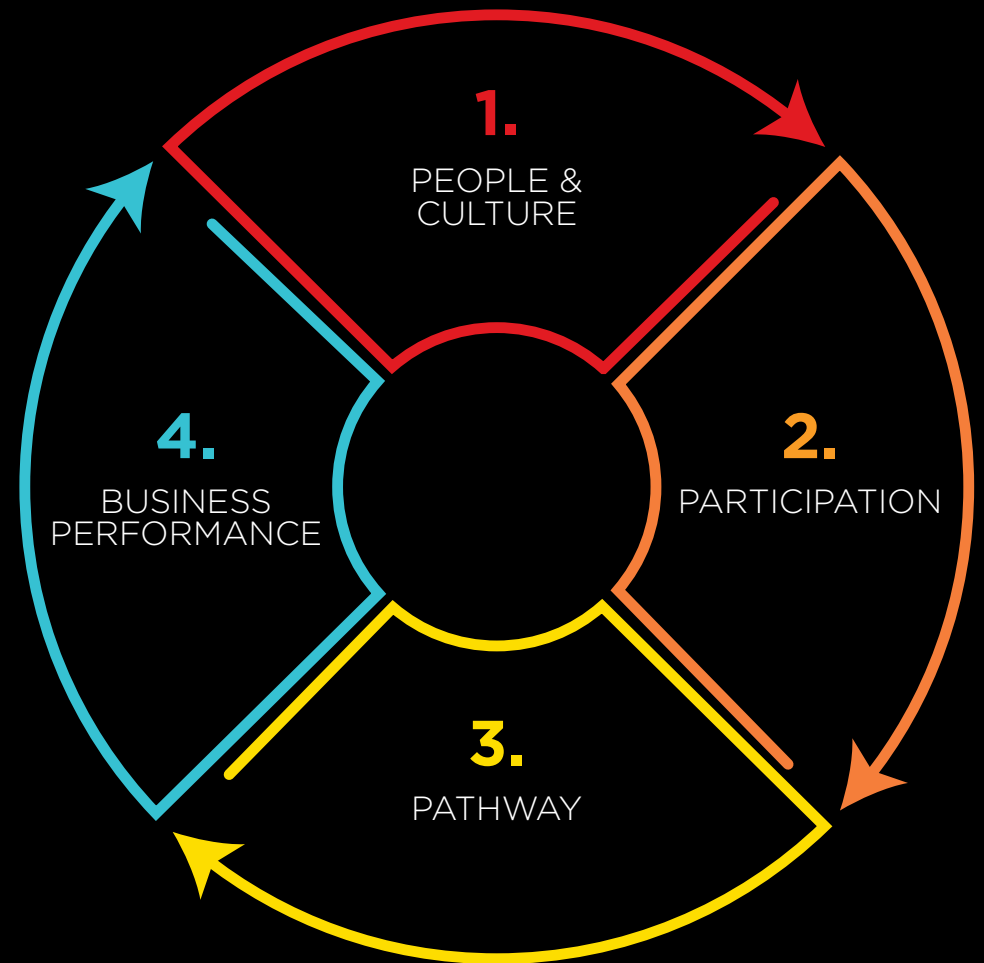
To achieve our 2018 – 2022 ambition, this Strategic Plan is built around four key strategic pillars:

1. People & Culture
2. Participation
3. Pathway
4. Business Performance

Defined within each, are the goals and strategies that will drive a series of outcomes for the respective pillars, facilitating our ability to be sustainable and grow. The ability to focus our energies on these pillars will enable our organisation to further strengthen the pathway that sees our athletes journey from Suncorp NetSetGO through to West Coast Fever and national representation. It will allow us to invest the time and resources into delivery that our ever growing game now demands. Our strategies will set the course for a period of commercialisation that will ultimately support these pillars for the next five years.

While a volume of work has been required to set these critical paths, we must also promote an environment of flexibility and responsiveness that will enable our business to react appropriately to a constantly evolving world and market.

Central to this organisational agility and performance will be our ability to leverage the knowledge and expertise of our workforce, not only within our administration but amongst our broader netball community. We believe that every one of our Members and stakeholders has something valuable to contribute to one or more of these pillars. Consequently, the process of consultation across all facets of our sport that was so important to shaping this plan will continue over the next five years to ensure that it always reflects the needs of our community.





STRATEGIC PILLAR

PEOPLE & CULTURE

GOAL	STRATEGY
LEADERSHIP, MANAGEMENT AND WORKFORCE	
1 EFFECTIVE, ACCOUNTABLE WORKFORCE THAT ACHIEVES OUTCOMES THROUGH COLLABORATION	Support our leaders in strengthening their values based leadership qualities
	Position the organisation to effectively and efficiently manage future resource implications
	Attract and retain high performing staff
	Provide role clarity across our working environment to enable our people to achieve their performance goals
	Build capacity in our Human Resources to drive the development of people and culture initiatives
PERFORMANCE, DEVELOPMENT AND ACCOUNTABILITY	
2 EMPOWERED, SUPPORTED AND MOTIVATED PEOPLE ACHIEVING THEIR POTENTIAL	Develop effective, credible and valid professional and personal development opportunities allowing our people to maximise their potential
	Develop a shared understanding of performance expectations and accountability across our sport
	Develop a reward system for our people linked to performance
	Improve the use of technology to enhance core service delivery
CULTURE, ENGAGEMENT AND RECOGNITION	
3 AN ORGANISATION THAT LISTENS, LEARNS, SUPPORTS AND EMPOWERS OUR PEOPLE	Promote an open and positive working environment where our people are valued
	Incorporate our values and behaviours through engagement of our workforce
	Create an environment of open and transparent communication across the whole of sport
	Value and celebrate our history and heritage
SOCIAL INTEGRITY AND FOOTPRINT	
4 ADDRESSING SOCIAL ISSUES THROUGH OUR SPORT	Develop a social impact strategy and define the role our community plays in addressing social issues
	Strengthen the significant relationship between netball and Aboriginal and Torres Strait Islander communities of Western Australia



WE **RETAIN** AND **DEVELOP** OUR PEOPLE



STRATEGIC PILLAR

PARTICIPATION

GOAL	STRATEGY
RETENTION AND CONVERSION	
5 DRIVING THE NETBALL ECONOMY TO ITS POTENTIAL	Convert our schools market to active participants of our sport
	Retain and support our members and volunteers as our sport changes
	Develop and grow our Aboriginal and Torres Strait Islander programming through health, wellbeing, education and leadership partnerships
	Expand the Suncorp NetSetGO footprint across the state through the engagement of new centres
NEW AND EMERGING MARKETS	
6 EXPLORING AND GROWING EMERGING PARTICIPATION MARKETS	Embed netball's engagement in our Disability and CaLD populations
	Adapt our delivery to engage new markets across the participant lifecycle, particularly boys & men and masters & aged
	Grow Fast5 Netball participation
INFRASTRUCTURE AND FACILITIES	
7 INFLUENCE THE DEVELOPMENT AND USE OF FACILITIES FOR NETBALL	Increase and maximise netball facilities
FEVER IMPACT	
8 MAXIMISING THE PARTNERSHIP BETWEEN NETBALL WA AND WEST COAST FEVER	Convert the Netball WA family into West Coast Fever fans and followers



OUR SPORT **ENGAGES** 400,000 PARTICIPANTS



STRATEGIC PILLAR

PATHWAY

GOAL	STRATEGY
COMPETITIONS	
9 <i>QUALITY COMPETITIONS PRODUCING STRONGER OUTCOMES FOR ALL PARTICIPANTS</i>	Deliver a competition framework and schedule that maximises the potential of all participants Position WANL as the preeminent female competition in the State
HIGH PERFORMANCE	
10 <i>A HIGH PERFORMANCE SYSTEM WITH PATHWAYS AND PROGRAMS SUPPORTING PARTICIPANTS TO ACHIEVE AT THEIR HIGHEST LEVEL</i>	Develop a system that leads high performance of the sport at all levels
	Deliver support and education to participants that supports their development and performance needs
	Drive Netball WA teams to perform consistently against their targets
PATHWAYS	
11 <i>A CLEAR AND CONNECTED PATHWAY FOR ATHLETES, COACHES, UMPIRES AND OFFICIALS</i>	Develop our athlete, coach, umpire and officials' pathways with multiple entry points



OUR TEAMS **ACHIEVE** A TOP 3 FINISH



STRATEGIC PILLAR

BUSINESS PERFORMANCE

GOAL	STRATEGY
GOVERNANCE	
12 <i>RECOGNISED AS A LEADER AND INFLUENCER IN CORPORATE GOVERNANCE AND BUSINESS SYSTEMS</i>	Establish a shared and corporate services framework that supports the organisation and its subsidiaries A Board of influence committed to best practice industry standards and leading governance practices
PARTNERSHIPS	
13 <i>IDENTIFY, RETAIN AND GROW A PORTFOLIO OF PARTNERS CONTRIBUTING TO THE SUCCESS OF THE SPORT</i>	Establish a partnership procurement and development program Identify and recruit leading corporate brands that align with the sport Strengthen Government's support of the sport
FINANCIAL MANAGEMENT AND COMMERCIALISATION	
14 <i>A SUSTAINABLE SPORT THROUGH COMMERCIALISATION OF PARTICIPANT PROGRAMS, EVENTS AND INFRASTRUCTURE</i>	Create a commercial conversion strategy to strengthen our connection with our participants Implement sophisticated marketing plans and strategies across all programs and events Develop a merchandise and licensing program Develop a brand investment framework to maximise partnerships Develop and maximise our data capture capabilities Develop and rollout a Netball WA fundraising and philanthropy strategy Maximise the use of the State Netball Centre
TECHNOLOGY	
15 <i>LEVERAGING TECHNOLOGY TO CREATE EFFICIENCIES AND NEW OPPORTUNITIES</i>	Support the development of a whole of sport Customer Relationships Management system Maximise the MyNetball platform to improve participant data capture Create connectivity between our technology, marketing, sales and communications platforms
BRAND AND COMMUNICATIONS	
16 <i>EMBED A BRAND THAT IS SYNONYMOUS WITH THE SPORT ACROSS WESTERN AUSTRALIA</i>	Develop our Customer Value Proposition to deliver a leading customer experience



OUR SPORT IS **SUSTAINABLE** AT ALL LEVELS



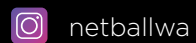
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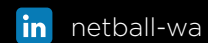
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shootingstars.com.au



ShootingStarsWA

Netball WA, West Coast Fever and Shooting Stars acknowledge the traditional owners of country throughout Western Australia and recognises their continuing connection to land, waters and community. We pay our respect to them and their cultures; and to elders both past and present.