



2018-2022

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HIGH PERFORMANCE PLAN



EXECUTIVE SUMMARY

The Netball WA (NWA) 2018 – 2022 High Performance Plan has been developed to ensure clear direction, strong foundations and the alignment of all NWA High Performance programs, activities and events. This document is the product of an extensive phase of planning and consultation with significant engagement, discussion and input from stakeholders in the Western Australian High Performance system. It has been designed to provide both an immediate, as well as a long term 'road map' to drive the sustained performance and development of our Athletes, Coaches, Officials, service providers and Administrators.

The most important critical success factor to achieve our vision is alignment, both internally where NWA leads and delivers, and externally with stakeholders including National and State partners. Every investment decision, action, message and belief needs to be focussed on the achievement of our High Performance vision.

'To inspire the netball community through the sustained success of Western Australian teams and the best High Performance program in Australia'.

This plan represents shared accountability between the West Coast Fever (WCF) High Performance Unit and the NWA Sport Development Unit to drive performance outcomes across Western Australia. The landscape has changed significantly in the past 12 months with the introduction of Suncorp Super Netball and the increase in exposure of Athletes within our pathway to elite Netball. These opportunities, along with our existing athlete development and management programs, have seen increased quality in the daily performance environment and the ability of Coaches and support services to have a positive impact on performance.

For our High Performance pathway to grow and deliver year-on-year, NWA is committed to taking a whole of sport approach. Ultimately, the WCF High Performance Unit is accountable for the leadership, preparation and performance of the WCF and Western Sting teams and identified Athletes. NWA's Sport Development Unit is accountable for the NWA State Team Program and leadership to drive the growth in quality and quantity of Coaches

and Umpires and Officials. This area of NWA is also responsible for driving and supporting the pathways in our netball community to maintain and enhance the process of identifying talent through strong clubs, association representative teams and competitions.

The delivery and monitoring of this plan will be led and overseen by a High Performance Committee that is made up of key NWA and WCF staff. While working together in a seamless and transparent way, there will be a clear delineation of roles, responsibilities and accountability. This committee is tasked with delivering development and performance through the framework of the High Performance Plan and a committed focus on our key drivers and goals. They are also responsible for driving understanding and awareness of the plan to staff, our partners and stakeholders, encouraging buy-in and a collaborative effort to achieve our vision for high performance.

To ensure a high level of productivity and to maximise our investment in High Performance, new performance management frameworks have been introduced to support and develop our High Performance capacity and individual capability. Performance targets for all benchmark events have been clearly identified for the duration of the NWA High Performance Plan from 2018 to 2022. These will be annually reviewed and regularly monitored with bi-monthly reporting to the NWA Board, as will the performance of key staff members.

It is an exciting time for Western Australian Netball with recent results in National under-age competitions, including a milestone first Australian Netball League title for the Western Sting in 2017, providing us with momentum and confidence for a journey that has already commenced. NWA is committed to our vision and invites all partners, stakeholders and our membership to support us achieve this High Performance vision.



TO **INSPIRE**
THE NETBALL
COMMUNITY
THROUGH THE
SUSTAINED SUCCESS
OF WESTERN
AUSTRALIAN TEAMS
AND THE *BEST HIGH*
PERFORMANCE
PROGRAM IN
AUSTRALIA.

PERFORMANCE TARGETS

Annual Competition Targets

	2018	2019	2020	2021	2022
19U & 17U Nationals*	TOP 4 FINISH	TOP 4 FINISH	TOP 3 FINISH	TOP 3 FINISH	TOP 3 FINISH
Australian Netball League*					
West Coast Fever*					

*Reviewed annually against Athlete depth chart

PERFORMANCE DRIVERS

1. Leadership and Planning
2. Athletes and Pathway
3. Daily Performance Environment
4. Competition
5. Coaching
6. Umpires and Officials
7. Research and Innovation

PERFORMANCE GOALS

GOAL 1	Netball WA is recognised as having the best High Performance program in Australia
GOAL 2	Netball WA has a High Performance system with a pathway and programs that support Athletes to reach the highest representative level
GOAL 3	Western Australian Athletes are provided with a quality High Performance environment with support services that enhance their development and performance
GOAL 4	Western Australian Athletes and teams are better prepared to perform at an optimal level to reach required performance outcomes
GOAL 5	Our High Performance Coaches lead and deliver sustainable success for Western Australia Athletes and teams
GOAL 6	Umpires and Officials are developed and supported to officiate and/or operate at their highest level
GOAL 7	Continual improvement is driven by establishing a competitive advantage in all areas of our High Performance programs

ACKNOWLEDGEMENT: NWA wishes to acknowledge our key partner Department of Local Government, Sport and Cultural Industries (DLGSC) that continually invest in the success of our sport for all Western Australian netballers. Thank you to all our stakeholders who gave up their time to contribute to this process; the opportunity to shape this initiative with your input was invaluable. In particular, NWA would like to recognise the strategic leadership of Success Leaves Clues Sports Consultancy who guided us through this process as a critical friend, committed to supporting our improvement.



PERFORMANCE DRIVERS

DRIVER 1 Leadership and Planning

The systems and processes that identify, develop, manage and grow quality leadership personnel to ensure that the High Performance program and sport is well managed, governed and led.

Components:

- » High Performance Plan
- » Netball WA Board
- » West Coast Fever Board
- » West Coast Fever Model
- » High Performance Committee
- » Communication
- » Role clarity and accountability
- » Partnerships – DLGSC, Netball Australia, WAIS, AFL, AIS and Academy Programs.
- » Program KPI planning
- » Leadership performance plans

DRIVER 2 Athletes & Pathway

The infrastructure or systems that identify, develop, manage and retain/progress sufficient numbers and quality of Athletes at each stage of the athlete development pathway to ensure that the sport achieves sustained performance.

Components:

- » National Athlete Pathway Australia Framework (FTEM)
- » Depth chart and management
- » Individual Athlete Performance Plans
- » Talent identification and Athlete selection
- » Netball Centre of Excellence
- » Athlete categorisation
- » Develop a Diamond programs
- » dAIS and Athlete contracting
- » Suncorp Super Netball talent transfer

DRIVER 3 Daily Performance Environment (DPE)

The key elements of the environment that provides the resources, support and guidance in the Athlete's day-to-day training and preparation to achieve key performance targets for the Athlete and Team.

Components:

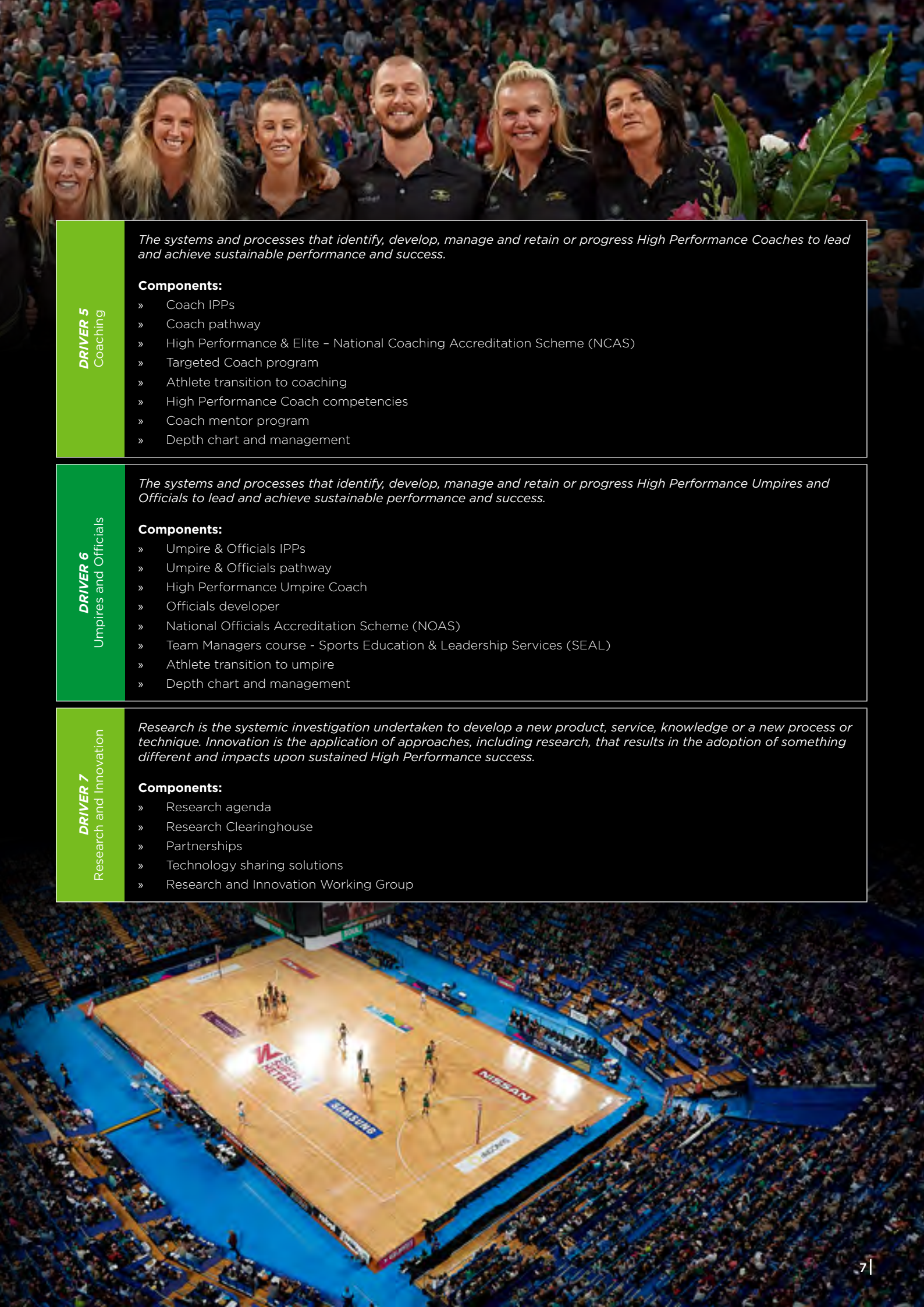
- » National performance support model
- » National performance support leadership/integration
- » Individualised training and performance goals
- » Athlete Management System (AMS)
- » Personal excellence road map
- » West Coast Fever
- » WAIS
- » State Netball Centre

DRIVER 4 Competition

The planned series of competition events that contribute to Athlete or Team preparation for the major benchmark event or play a key role in the Athlete, Coach, Umpire and Officials' development plan.

Components:

- » NWA Competition Framework & Pathway
- » WANL
- » Suncorp Super Netball
- » Australian Netball League
- » National Netball Championships
- » International opportunities
- » Benchmark competition opportunities



DRIVER 5 Coaching

The systems and processes that identify, develop, manage and retain or progress High Performance Coaches to lead and achieve sustainable performance and success.

Components:

- » Coach IPPs
- » Coach pathway
- » High Performance & Elite – National Coaching Accreditation Scheme (NCAS)
- » Targeted Coach program
- » Athlete transition to coaching
- » High Performance Coach competencies
- » Coach mentor program
- » Depth chart and management

DRIVER 6 Umpires and Officials

The systems and processes that identify, develop, manage and retain or progress High Performance Umpires and Officials to lead and achieve sustainable performance and success.

Components:

- » Umpire & Officials IPPs
- » Umpire & Officials pathway
- » High Performance Umpire Coach
- » Officials developer
- » National Officials Accreditation Scheme (NOAS)
- » Team Managers course - Sports Education & Leadership Services (SEAL)
- » Athlete transition to umpire
- » Depth chart and management

DRIVER 7 Research and Innovation

Research is the systemic investigation undertaken to develop a new product, service, knowledge or a new process or technique. Innovation is the application of approaches, including research, that results in the adoption of something different and impacts upon sustained High Performance success.

Components:

- » Research agenda
- » Research Clearinghouse
- » Partnerships
- » Technology sharing solutions
- » Research and Innovation Working Group

DRIVER 1

LEADERSHIP AND PLANNING

GOAL 1: Netball WA is recognised as having the best High Performance program in Australia.

Outcome: NWA High Performance has a culture of continuous improvement through annual operational plans for each High Performance program that drive and reflect the purpose, performance targets and needs of Athletes and Coaches.

Strategy

- 1.1 Develop a High Performance system and programs that can take responsibility for development and performance at all levels of the High Performance pathway.

KPI

- a. Establish core KPI reporting document for all programs.

Strategy

- 1.2 Increase NWA High Performance capacity, capability and culture through defined leadership, effective governance and efficient workforce management and administrative practices.

KPI

- a. Review of the High Performance Plan twice per year
- b. High Performance Committee meetings held a minimum of four times per year
- c. Terms of Reference established for High Performance Committee
- d. WCF and ANL Athletes, Coaches and Support Staff end of season review achieves above 80% in key performance areas.



DRIVER 2 ATHLETES AND PATHWAY

GOAL 2: Netball WA has a High Performance system with pathway and programs that support Athletes to reach the highest representative level.

The Pillars – Foundation to Future Success:

To achieve our goals across athlete development, the pillars of our system for athlete development have been identified. These will remain central to our work and drive our decision making. The Foundation to Future Success Pillars include:

- » **Fundamental Skills** – a focus within the Individual Athlete Performance Plan is on the execution of fundamental skills under pressure across multiple positions. Fundamental skills being – one-on-one defence, execution of pass under pressure and keeping possession
- » **High Performance Culture/Behaviour (on and off court)** – Develop and/or possess a strong will to win. A united force on-and-off-the-court. Develop leaders that drive behaviour and performance
- » **Competition** – consistently perform in competition and actively seek competition to measure our progress. Western Australian players deliver performance under pressure
- » **Daily Performance Environment** – driven by quality Coaches and supported by Umpires to drive improvement in fundamental skills, strength and conditioning, decision making and holistic development in an uncompromising performance environment to deliver durable Athletes.

Outcome: Increased quality and quantity of Western Australian Athletes that are nationally identified each year.

Increased quality and quantity of Western Australian Athletes that represent Australia.

Strategy

- 2.1 Identify and support Western Australia's most talented Athletes to progress to their highest representative level.

KPI

- a. Up to 15% of WA Athletes categorised annually by Netball Australia
- b. Standards are established and set for FIT/State teams and measured against twice per year
- c. 90% of identified/categorised Athletes are annually meeting their Individual Athlete Performance Plan expectations (develop metrics on the IAPP)
- d. 80% of identified/categorised Athletes meet minimum fitness standards within the IAPP
- e. Quantifiable improvement in individual Athletes against the pillars of the NWA High Performance program
- f. Athlete depth charts are developed and reviewed twice per year.

Annual Representation Targets

Current	Diamonds*	AUS Fast5*	AUS 21U*	AUS 19U*	AUS 17U*
2018	2	2	NA	3	3
2019	2	2	NA	3	4
2020	2	2	2	4	4
2021	2	2	2	4	5
2022	2	2	NA	4	5

*Reviewed annually in line with depth charts

DRIVER 3 DAILY PERFORMANCE ENVIRONMENT

GOAL 3: *Western Australian Athletes are provided with a quality High Performance environment with support services that enhance their development and performance.*

Outcome: NWA ensures access for all categorised/identified Athletes to support them in achieving performance targets.

Strategy

- 3.1 Highly planned holistic support and education is delivered to Athletes appropriate to their development and performance needs in line with the performance support model.

KPI

- a. Medical Management Guidelines and AMS monitoring are developed to streamline process and reporting to all stakeholders and reviewed annually
- b. Supported Athletes achieve 95% compliance of required reporting (including injury) with AMS
- c. All Athlete injuries are reported and recorded as per Medical Management Guidelines
- d. A Personal Excellence model is developed and reviewed annually
- e. A Performance Support Model for all WCF and NWA High Performance programs is developed and reviewed annually.



DRIVER 4 COMPETITION

GOAL 4: Western Australian Athletes and teams are better prepared to perform at an optimal level to reach required performance outcomes.

Outcome: All NWA teams perform consistently to established performance targets in targeted competition.

Strategy

- 4.1 Deliver a competition plan and schedule that is periodised and relevant to the age group and development needs of the Athlete that aims to maximise training and preparation programs to drive a higher level of professionalism.

KPI

- A competition plan for each team as part of the plan submitted by the Head Coach, developed in collaboration with WCF Coaches and Performance staff
- Establish a minimum preparation games target at each level of our competition pathway
- WCF leads the management of identified/categorised Athletes to maximise playing opportunities at the highest level with clear communication to all Coaches around availability of Athletes each week.

Annual Competition Targets

	2018	2019	2020	2021	2022
19U & 17U Nationals*	TOP 4 FINISH	TOP 4 FINISH	TOP 3 FINISH	TOP 3 FINISH	TOP 3 FINISH
Australian Netball League*	TOP 4 FINISH	TOP 4 FINISH	TOP 3 FINISH	TOP 3 FINISH	TOP 3 FINISH
West Coast Fever*	TOP 4 FINISH	TOP 4 FINISH	TOP 3 FINISH	TOP 3 FINISH	TOP 3 FINISH

*Reviewed annually in line with depth chart

DRIVER 5 COACHING

GOAL 5: Our High Performance Coaches lead and deliver sustainable success for Western Australian Athletes and teams.

Outcome: NWA increases the number of Elite and High Performance Coaches performing at the highest possible level in any given year.

Strategy

- 5.1 Provide appropriate resources to ensure that the NWA High Performance Coach program continues to be delivered to a high level in all areas of development.

KPI

- High Performance Coach Program Working Group established and meetings held a minimum of two times per year
- A Coaching depth chart is developed and reviewed annually
- 80% of identified Coaches meet their performance expectations in the Individual Performance Plan (IPPs)
- Elite Coach Accreditation Course is delivered every two years from 2018
- Coaches appointed to NWA/WCF programs attend regular Coach education/development opportunities
- Coach proficiencies matrix is developed to underpin the NWA High Performance Coach program.

Annual Coaching Targets

Current	High Performance Coach*	Elite Coach*
Current	7	0
End 2018	1 (8)**	2 (2)
End 2019	0 (8)	1 (3)
End 2020	1 (9)	2 (5)
End 2021	1 (10)	1 (6)
End 2022	0 (10)	1 (7)
	NA conduct the High Performance course by selection only. All course requirements take approximately two years to complete.	NWA conduct the Elite course every 2 years. All course requirements take approximately one to two years to complete.

*Reviewed annually in line with depth chart

**Numbers in brackets are running annual totals

DRIVER 6 OFFICIATING (UMPIRES AND OFFICIALS)

GOAL 6: *Umpires and Officials are developed and supported to officiate and/or operate at their highest level.*

Outcome: NWA increases the number of High Performance Umpires and Officials performing at their highest possible level in any given year.

Strategy

- 6.1 Provide appropriate resources to ensure that the NWA High Performance Umpire and Officials program continues to be delivered to a high level in all areas of development.

KPI

- High Performance Umpire and Officials Working Group is established and meetings held a minimum of two times per year
- An Umpire depth chart is developed and reviewed annually
- An Officials depth chart is developed and reviewed annually
- 80% of identified Umpires meet their performance expectations in the IPPs
- 80% of identified Officials meet their performance expectations in the IPPs
- Performance Analyst and Managers undertake required education/development opportunities.

Annual Officiating Targets

Current	IUA*	AA*	National Bench Officials*	State Bench Officials*	Performance Analyst*	Managers*
Current	2	4	16	5	2	3
End 2018	0 (2)**	1 (5)	1 (17)	4 (9)	1(3)	3 (6)
End 2019	0 (2)	0 (5)	2 (19)	4 (13)	0 (3)	0 (6)
End 2020	1 (3)	1 (6)	2 (21)	4 (17)	1(4)	2 (8)
End 2021	0 (3)	0 (6)	2 (23)	2 (19)	0 (4)	0 (8)
End 2022	1(4)	1 (7)	2 (25)	2 (21)	1(5)	1 (9)
Notes	For International Umpires Award (IUA) Testing Panels are appointed by International Netball Federation (INF)	For All Australia (AA) badges testing Panels are appointed by Netball Australia.	In addition to set pre-requisites, all candidates are required to pass a practical assessment on two (2) matches at State League (top division) (1 x Scorer and 1 X Timer) to be awarded their National Bench Officials Accreditation.	In addition to set pre-requisites, all candidates are required to pass a practical assessment on one (1) matches at State League (½ x Scorer and ½ x Timer) to be awarded their State Bench Officials Accreditation.	Recruitment, Training, Education and Retention of Performance Analysts across the life of the plan	Recruitment, Training, Education and Retention of Managers across the life of the plan

*Reviewed annually in line with depth chart

** Numbers in brackets are running annual totals

DRIVER 7

RESEARCH AND INNOVATION

GOAL 7: *Continual improvement is driven by establishing a competitive advantage in all areas of our High Performance programs.*

Outcome: NWA has an agreed Research and Innovation agenda that is pursued annually, delivering or contributing to a minimum of one project per year.

Strategy

- 7.1 A NWA High Performance Research and Innovation Working Group that identifies potential performance enhancement projects and the delivery of these.

KPI

- a. Managing a partnership with a Tertiary Institution (or similar) across the life of the plan
- b. Research and Innovation Working Group meetings held a minimum of two times per year
- c. 80% of defined Research & Innovation projects delivered
- d. 80% of current projects on track e.g. multi-year research
- e. 85% of completed projects findings can be successfully implemented into our High Performance programs.



APPENDIX A: Acronyms and Abbreviations referred to in the Document

ACE	Athlete Career and Education
AIS	Australian Institute of Sport
AMS	Athlete Management System
ANL	Australian Netball League
AA	All Australian Umpire Award
dAIS	Direct Athlete Individual Support
DPE	Daily Performance Environment
DLGSC	Department of Local Government, Sport & Cultural Industries
FTEM	Foundations, Talent, Elite and Mastery Pathway
IAPP	Individual Athlete Performance Plan
IPP	Individual Performance Plan
IUA	International Umpire Award
LTAD	Long Term Athlete Development
NA	Netball Australia
NCAS	National Coaching Accreditation Scheme
NOAS	National Officials Accreditation Scheme
NWA	Netball Western Australia
PE	Personal Excellence
PSM	Performance Support Model
R&I	Research and Innovation
SEAL	Sports Education and Leadership Services
SIS/SAS	State Institute and State Academies of Sport
SSSM	Sports Science Sports Medicine
SSN	Suncorp Super Netball
WAIS	Western Australian Institute of Sport
WCF	West Coast Fever



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