

# NETBALL WA 2023-25 STRATEGIC PLAN



PRINCIPAL PARTNER











Netball WA acknowledges the Traditional Owners of Country throughout Western Australia where our sport is played and enjoyed. We recognise their continuing connection to land, waters, and community. We pay our respects to them and their cultures; and to Elders both past and present.

# NETBALL WA

## STRATEGIC PLAN 2023-2025

What an exciting time to be leading Netball in Western Australia as we navigate a number of challenges but a wealth of powerful opportunities.

Our Netball WA leadership team has challenged ourselves to think bold and be courageous in defining our 2023 – 2025 Strategic Plan. And we are pleased to present this to you.

At the heart of our strategy is an enduring vision for a strong and sustainable future, underpinned by excitement, passion, and inspiration. We believe our new strategy has the opportunity to take netball to places it hasn't been before in Western Australia.

### BEING THE SPORT OF CHOICE FOR ALL IN WA

Defending and growing participation in the face of competitive forces, as well as diversifying our sport with new offerings to include all social groups and abilities is a clear priority for us. We want to be the sport of choice for all in WA.

### POSITIVE CONNECTION TO OUR SPORT

We want the wider WA community to be connected and invested in Netball. We will develop this by encouraging a stronger connection with fans and members. We will build a sustainable business model focusing on generating diversified revenue

streams and continuous improvement initiatives to make us more effective and efficient.

### CREATING AN INSPIRING FUTURE

We want to take West Coast Fever and Netball WA to places it's never been before. That means building on the on-field success of the Fever, supporting our WANL talent base and ensuring robust pathways for our players, coaches, umpires and support staff. We want to have a positive impact in the community and will do this through effective social impact and further growth of our Glass Jar Australia partnership.

Underpinning and enabling our strategic priorities will be our commitment to team excellence, governance, purpose led partnerships and the use of technology to drive a customer centric approach.

We hope you are excited to join us on our journey to 2025.



**Simone Hanson, CEO**



**Craig Heatley, President**



# VISION, PURPOSE & VALUES

## VISION

*To be the best on and beyond the court*

## PURPOSE

*To dream, play and achieve through the power of Netball*

### INTEGRITY

*An uncompromising ethical approach in all that we do*



We do what we say  
we will do

We are responsible  
for our actions

We are ethical in  
our decision making

### EXCELLENCE

*To be the best we can and lead by example*



We are motivated  
to succeed

We are resilient  
in the face of  
challenges

### LEADERSHIP

*Motivate, inspire and harness the passion of Netball to drive positive change*



We inspire our  
people

We empower each  
other to achieve

We take  
accountability

### COURAGEOUS

*We challenge the status quo and create solutions that excite*



We champion  
change

We keep moving  
forward

We are innovative

### UNITED

*We work as a team to optimise outcomes for Netball*



We collaborate  
across teams

Together, we  
celebrate success

We support each  
other



# OUR STRATEGIC PILLARS

## PLAY



1

We will defend and extend our junior participation in the face of greater competitive forces from other sports.

2

We will extend our male and Aboriginal & Torres Strait Islanders participation and realise growth in these highly valued segments.

3

We will diversify offerings and ensure our sport is inclusive to a broad range of social groups and abilities.

## GROW



4

We will grow a passionate membership base through different, personal and modern ways of connecting to the community.

5

We will leverage the success of Netball, and our brands, to build a strong revenue and commercial base.

6

We will continue to diversify revenue streams and enhance the return on investments and objectives for our stakeholders.

## INSPIRE



7

We will continue to build on the success of West Coast Fever and grow the talent of tomorrow through evolution in high performance pathways

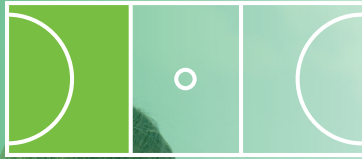
8

We prioritise the wellbeing of our staff and create a culture that supports, empowers and inspires.

9

Through our understanding of the communities in which we work, live and serve we are passionate about driving positive social impact outcomes through values based partnerships, engagement and advocacy.





## NETBALL WA STRATEGIC PILLAR

# PLAY

“BE THE SPORT  
OF CHOICE FOR  
ALL IN WA”

## STRATEGIC PRIORITY 1

We will defend and extend our junior participation in the face of greater competitive forces from other sports.

### What we will do:

- Advance the Membership business model.
- Evolve and execute the overarching Participation Strategy.
- Develop and implement a School Engagement Strategy, with a focus on the next generation.
- Redefined NWA Strategic Facilities Plan in place to provide a foundation for advocacy and investment.

## STRATEGIC PRIORITY 2

We will extend our male and Aboriginal & Torres Strait Islanders participation and realise growth in these highly valued segments.

### What we will do:

- We will extend participation and pathway opportunities for Aboriginal & Torres Strait Islanders.
- Focus on the growth of boys and men's netball by expanding competition and program offerings.

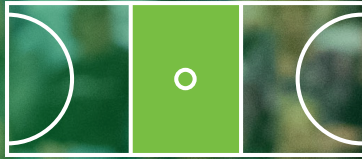
## STRATEGIC PRIORITY 3

We will diversify offerings and ensure our sport is inclusive to a broad range of social groups and abilities.

### What we will do:

- Grow the No Limits & Walking Netball programs into more clubs and associations.
- Formalise and grow social netball affiliate opportunities throughout recreation centres in WA.





NETBALL WA  
STRATEGIC PILLAR

GROW

“THE WA NETBALL  
COMMUNITY IS  
CONNECTED TO  
AND INVESTED IN  
OUR GREAT GAME”

## STRATEGIC PRIORITY 4

We will grow a passionate membership base through different, personal and modern ways of connecting to this community.

### What we will do:

- Utilising our data and insights capabilities, drive targeted campaigns to convert Netball WA general members and participants to engaged and subscribed West Coast Fever members and ticket purchasers.
- Optimise the revenue potential through our understanding of our end to end customer journey.
- Grow and deepen our engagement with our multi channelled digital audience through content that ignites connection, perception and passion of our brands.

## STRATEGIC PRIORITY 5

We will leverage the success of Netball, and our brands, to build a strong revenue and commercial base.

### What we will do:

- Further diversification through the introduction of enhanced product offerings, contemporary membership options and capital investment.

## STRATEGIC PRIORITY 6

We will continue to diversify revenue streams and enhance the return on investments and objectives for our stakeholders.

### What we will do:

- Embed a sustainable business model where our cost base reflects our size and revenue structure, leading to year to year surpluses.
- Deliver innovative, values based partnership opportunities that secure both sponsorship renewals and new high value sponsors.





## STRATEGIC PRIORITY 7

We will continue to build on the success of West Coast Fever and grow the talent of tomorrow through evolution in high performance pathways.

### What we will do:

- Our High Performance system is world leading giving West Coast Fever a sustainable competitive advantage.
- Through connected pathways and competitions, we will identify, support and celebrate talented players, coaches and officials to ensure a thriving pipeline of Western Australian talent.
- We will evolve the Western Australia Netball League to be the preeminent State based competition.

## STRATEGIC PRIORITY 8

We prioritise the wellbeing of our staff and create a culture that supports, empowers and inspires

### What we will do:

- We attract and retain high performing staff who embrace an open and positive working environment.

## STRATEGIC PRIORITY 9

Through our understanding of the communities in which we work, live and serve we are passionate about driving positive social impact outcomes through values-based partnerships, engagement and advocacy.

### What we will do:

- Clearly define our Social Impact Strategy to support our purpose, our interactions and our measures of success aligned to our internal and external networks.
- Seek opportunities within key Asian markets that elevates our expertise through sport diplomacy and provides reciprocal benefits for economic, cultural and social engagement.
- Develop and implement the Innovate Reconciliation Action Plan (RAP)
- Identify further opportunities to leverage the connection, reach and strength of partnership between Glass Jar Australia, West Coast Fever and Netball WA.







# ENABLERS



Our people are the key drivers of our success. We will provide the framework to enable high-performance and make Netball WA a great place to work.

Strategic and purpose-led partnerships are critical for Netball WA and delivering on our strategic ambition. Investing in long term partnerships will help us deliver the right infrastructure, provide the best programs and deliver the best elite and semi-elite product to enable our success.

Utilising data to guide customer centred decisions will be vital for delivering on all our strategic priorities. It will improve our understanding of our Netball community and deepen our capability to deliver on their greatest needs.

All of this will be underpinned by best practice governance frameworks. Ensuring we are sustainable and market leading on all fronts.







## TEAM EXCELLENCE

### Our key objectives

- Attract and retain the best talent
- Develop an inclusive, diverse and satisfied workforce
- Invest in priority and strategic capabilities for our team

## TECHNOLOGY

### Our key objectives

- Enhance our digital and data capability to grow Netball
- Leverage data for optimized customer-centric decision making
- Protect our data assets

## GOVERNANCE

### Our key objectives

- Industry leading organisational governance structures and practices
- Delivery of clear risk and board governance frameworks
- Monitoring system in place for all risks, strategies, Policies and procedures

## PARTNERSHIP

### Our key objectives

- Deepen our partnerships with Associations to provide the right infrastructure and support the vision of Netball WA
- Develop strong partnership with all stakeholders to enhance and grow the Netball product
- Pursue new purpose-aligned partners to enhance the delivery of Netball in WA

# MEASURES OF SUCCESS

## PLAY



- 50,000 NWA Playing Members.
- 10% increase in the number of participants engaged in school programs.
- 10% increase in participation numbers across Aboriginal & Torres Strait Islander programs and pathways.
- 15% growth in the number of No Limits & Walking Netball participants.
- Government funding secured to assist fund new and refurbished places to play
- 10% increase in registered numbers of boys/men

## GROW



- 5,000 paying WCF Members.
- Minimum attendance of 8,000 per WCF home game.
- 150k unique opt-in marketing contacts for NWA and WCF.
- 3 continuous improvement initiatives introduced in 2023
- Secure \$500k in new sponsorship
- 5% of total income to be generated through new products/markets

## INSPIRE



- WCF Premiership Success
- International, National League & National Age Group Representation
- Create a financially sustainable WANL competition across all levels of the system underpinned by competitive balance
- Implement Social Impact strategy
- Innovate RAP Approval and Implementation
- Staff satisfaction score > 80%



# PLAY

# GROW

# INSPIRE

## Strategic Priorities

## Measures of Success

1

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Secure \$500k in new sponsorship

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WCF Premiership Success

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International, National League & National Age Group Representation

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Create a financially sustainable WANL competition across all levels of the system underpinned by competitive balance

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Implement Social Impact strategy

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Innovate RAP Approval and Implementation

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Staff satisfaction score > 80%

## VISION

TO BE THE BEST ON  
AND BEYOND THE  
COURT

## PURPOSE

TO DREAM, PLAY AND  
ACHIEVE THROUGH  
THE POWER OF  
NETBALL

## VALUES

UNITED  
LEADERSHIP  
INTEGRITY  
COURAGEOUS  
EXCELLENCE

## ENABLERS

TEAM EXCELLENCE  
TECHNOLOGY  
GOVERNANCE  
PARTNERSHIP



PRINCIPAL PARTNER



# NETBALL WA 2023-25 STRATEGIC PLAN

Proud thanks to **Deloitte.**