



# STRATEGIC PLAN

2019 – 2022

#WEMAKECHAMPIONS





LEAD

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## OUR PURPOSE

Netball Victoria exists to improve people's lives.

## OUR VISION

To grow and diversify our revenue streams in order to reinvest more into our netball community each year.



# NETBALL VICTORIA'S IDENTITY "ANCHORS"



We enable  
each other  
to shine



We have no  
limits; we've  
got this!



We are  
leaders



# FOREWORD

**Netball holds a special place in the hearts of many Victorians, given the rich history of our sport being played across the state in both regional and metropolitan areas for over 100 years. Netball has evolved and thrived, delivering a wonderful sporting experience at community and elite levels, helping to forge the path for women in sport in our country.**

There is no doubt that netball contributes in many ways to the health and social well-being of the people who participate in it. Being part of a team as players, coaches, umpires or administrators has given the opportunity to a great number of girls and women to learn skills not only in netball, but life values nurtured by our quality people.

Over time our netball community has 'made do', largely based on the goodwill of our volunteers and scarce resources, holding the belief that our game adds in many ways to the lives of the people who participate in it. We have learnt to be very resourceful; our sport has been played on just about any available surface including grass, asphalt, synthetic and on timber courts of various sizes. Our game is played in rain, hail or shine.

Despite these challenges, Victorian netball has evolved delivering a wonderful sporting experience for girls and women across the state. We remain the most popular sport for females in Australia, however we are very aware that the sporting world is changing fast, demanding we not only embrace the changes, but we must be at the forefront of change if we continue to hold the ambition of being the leaders for female sport.

Community expectations have grown and what was considered normal decades ago, such as poor change room facilities or 'shed-like' meeting rooms are thankfully no longer acceptable. Government is under pressure to build more sporting facilities for our growing state of Victoria as many sports compete for infrastructure development, facilities or access to courts.

Many of us are time poor and often cash strapped with the numerous competing interests in our lives. Add to this the latest technology and we are forced to re-think how we live, work and play. Changing lifestyles have created the need for more flexible options to play or experience sport in general. We are seeing the development of short or modified versions of games; sport can be watched on TV, on apps, and live streamed on your phone or computer.

With a greater focus on gender equality many national organisations are now targeting female participation and as such we are seeing more sports vying for our traditional netball market. Whilst we applaud that there are now more options and opportunities for girls and women to be involved in sport, this strengthens our resolve to tackle a more competitive environment and consolidate our place as a leader in it.

With our collective focus and energy, we believe netball will remain the preferred sport for females in Victoria and we will continue to evolve and lead the way for women in sport.

**We are excited about the future and proud to share our strategy with you.**



# ABOUT THE DEVELOPMENT AND DELIVERY OF THE PLAN

## This strategic plan outlines how we will go about the business of netball in Victoria over the next four years.

The plan has been developed over many months of deep and rich consultation across our netball community. Following a Netball Victoria Board workshop, an online survey was sent to affiliates, where a range of themes were identified. The themes were then tested in workshops over several months across metropolitan Melbourne and regional Victoria with a wide range of stakeholders including netballers, funders, sponsors, staff, athletes and volunteers.

Our community's feedback has been incorporated as part of this plan. The overarching sentiments throughout our discussions were:

- 1 We are one big team; spanning zones, geographical boundaries and organisational boundaries
- 2 Successful delivery of the strategy is reliant on mutual effort, collaboration and interdependence between all
- 3 Success in any endeavour rarely evolves in isolation
- 4 We must all become elite in the work we do
- 5 The future looks amazing!

The contents within this plan are purposefully kept to a high level, however supporting the plan are very detailed annual operational plans and budgets that are time-bound with clearly articulated targets for each department of Netball Victoria.

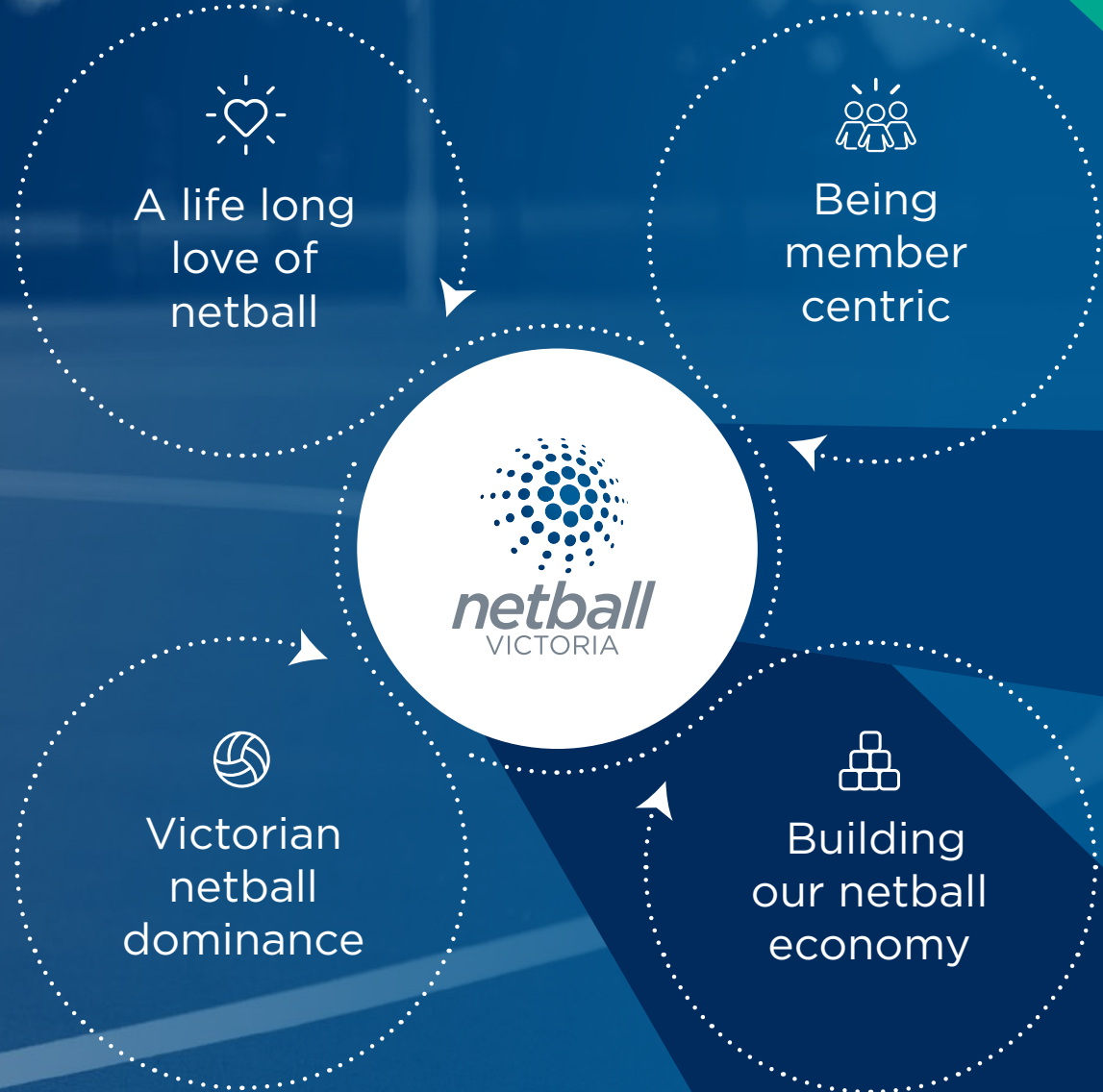
The deliverables contained in this plan will be structured in accordance with our resources and budget. Some of the strategies take a long view to the horizon that we will progress towards over several years, and will also be incorporated into the next strategic plan.



# THE FOUR STRATEGIC DRIVERS

These strategic drivers are what propel our forward momentum.

Our strategic drivers enable collaboration and connection across our organisation and community. Each of the strategic drivers is delivered by a collective effort by individuals and teams. This delivery "philosophy" is part of our team culture at Netball Victoria.



# A LIFE LONG LOVE OF NETBALL



## KEYS TO OUR SUCCESS

**Netball remains the most popular team sport for girls and women in Victoria**

- More people playing netball more often
- Competitions and tournaments hit targets
- A clear pathway for athletes, coaches and technical officials to help reach their potential; whatever that might be
- A stronger presence in the schools program
- Completion of the 'State Home of Netball' project
- Successful funding bid for regional strategy
- Continued investment in netball's priority infrastructure projects and in program delivery

**Netball connects communities**

- Our netball family is diverse and welcomes all people
- Increased male membership year on year
- Netball Victoria and Melbourne Vixens have a greater presence in regional Victoria
- Build stronger alliances with our key sporting partners



## WHAT SUCCESS LOOKS LIKE



## FOCUS AREAS

- Provide a range of options to participate in our game (both traditional netball and other netball products)
- Implement a schools' strategy
- Revitalise the delivery model for clinics
- Our new 'State Home of Netball' is a place for elite and grassroots netballers to connect
- Safe and compliant netball facilities across the state and in locations addressing the community needs and enabling growth
- Utilising academic research and initiating community consultation to keep our sport dynamic and relevant

- Implementing a new diversity strategy
- More opportunities available for males to play in mixed and male competitions
- Developing a product and program pipeline for the various stages of life
- Netball Victoria has "delivery partners" through a licence program
- Ensuring either a pre-season or Suncorp Super Netball home game in regional Victoria occurs annually
- Review existing relationships with key sporting partners



## KEYS TO OUR SUCCESS

### Our netball family

- More tools and resources for our community to ensure they have access to good practice and shared learning
- More volunteers are in our sport sharing the load

### A deeply rooted connection to our heritage and traditions

- Dedicated space for our history story telling at the new 'State Home of Netball'
- Our network of former players, coaches and officials are engaged in activities

### Transforming how our community engages with netball

- Melbourne Vixens fans are the most engaged on game day (season surveys)
- Greater opportunities to live stream games
- We have the largest digital reach of all Member Organisations



## WHAT SUCCESS LOOKS LIKE



## FOCUS AREAS

- Developing the capacity and capability of people in our sport to help meet the ever increasing needs of our community
- Each generation of our retired elite players, coaches and technical officials remain connected, helping to nurture new talent
- Demonstrating appreciation of our volunteers

- Bringing our netball story to life at the 'State Home of Netball'
- Celebrating and respecting our heritage and traditions

- Enabling people to connect with netball through a range of technology and platforms and Netball Victoria's digital strategy
- Creating the best fan engagement experience of SSN at Vixens game day
- Ensuring our sponsors and partners have first class activations for our fans

# BEING MEMBER CENTRIC



## KEYS TO OUR SUCCESS

**Our members are central to our work**

- An increase of participants in netball
- More people engaged in the different versions of our game
- Our affiliates are highly satisfied as evidenced through surveys, feedback and consultation
- Every opportunity to engage with our community wherever and whenever we can

**Netball Victoria is a voice for girls and women in sport**

- Continued support of netball by Government through profiling and investment
- Government representatives continue to be engaged with netball at local and state events
- Our leadership programs are delivered across the state

**Our board and staff are highly capable and responsive to our community**

- Review of the Netball Victoria constitution is completed
- Board and staff skills are aligned to the strategic needs of Netball Victoria
- Alignment to other Member Organisations and our national body



## WHAT SUCCESS LOOKS LIKE



## FOCUS AREAS

- Retaining members through analysis and action
- Offering best practice governance, services, resources and support to our affiliates
- Decision making and actions are grounded in research, evidence and consultation
- Technology platforms are efficient enablers and help to simplify work
- Delivering education and training through technology, enhancing member interaction and satisfaction
- Ensuring our policy promoting male participation in netball is widely adopted by our affiliates

- Ensuring netball is a highly regarded stakeholder of government and their agencies, and that they remain a committed partner of our sport
- Continuing to advocate for and represent girls and women in our community
- Developing leaders and celebrating role models at all levels

- The operating model at Netball Victoria is “fit for purpose”, dedicating resources to address our community needs
- Our board and staff undergo regular professional development and reviews
- We are “here if you need” with boots on the ground across metropolitan and regional areas

# VICTORIAN NETBALL DOMINANCE



## KEYS TO OUR SUCCESS

**Our pathway from junior to elite supports development and peak performance at every level**

- We have significant depth and breadth of talent to choose from (players, coaches, umpires and technical officials)
- Our Talent ID program is active across the state
- More Victorian players, coaches and technical officials at SSN, national and international level than other states
- Our Victorian state teams dominate at all levels

**The Victorian “way”**

- Our ‘State Home of Netball’ provides a first class training environment for athlete progression and performance
- A holistic athlete program that supports team wellbeing
- We are known for our high standards of integrity and fair play
- 30% of the Australian Diamonds squad are Victorians

**Our Melbourne Vixens are the most successful netball team in Suncorp Super Netball (SSN) (on court success) and set the global standard of play**

- Sustained on court performance; top four finish every year with at least one premierships every four
- Ongoing partnership with the Victorian Institute of Sport (VIS)



## WHAT SUCCESS LOOKS LIKE



## FOCUS AREAS

- The Bupa Victorian Netball League (VNL) is known as the best state league in the country
- Improving access and removing barriers to enable more regional talent to emerge
- The Bupa VNL showcases the best of Victorian netball with strongly performing licencees
- Developing stories to tell the journey of our elite players, coaches, umpires and technical officials through the pathway
- Exploring the viability of creating a pathway for males

- Continuing our big “V” identity as well known and respected through all Netball Victoria teams
- Steering our selection and development programs using the “We Make Champions” guiding principles
- Identifying and nurturing talent within our netball system

- Leading the game through best practice in innovation, research and identifying future trends
- Using our education partner and the Victorian Institute of Sport to provide a competitive advantage
- Our SSN coaches are the best in the business
- Ensuring 100% of the salary cap is committed

# BUILDING OUR NETBALL ECONOMY



## KEYS TO OUR SUCCESS

**Enable the Victorian netball economy to flourish**

- Affiliates have more access to courts to enable their membership to grow
- Pilot a co-investment model with an affiliate that has significant growth potential
- Generation of a surplus throughout the redevelopment stage and relocation to new 'State Home of Netball'

**A diverse and sustainable revenue generating model to strengthen Netball Victoria's financial position**

- We are less reliant on traditional membership as our main source of revenue
- Growth of our traditional memberships
- Our products and programs contribute a positive net return

**The Melbourne Vixens are the most successful team in Suncorp Super Netball (off court success)**

- Sustainable membership and ticket revenue model developed and targets achieved each year to drive revenue growth
- Our fans are the most engaged via the Nielsen survey
- The Melbourne Vixens operation breaks even



## WHAT SUCCESS LOOKS LIKE



## FOCUS AREAS

- Reinvesting annual profits back into our netball system
- Implementing our state-wide facilities strategy, enabling a greater number of participants to play
- Supporting our netball affiliates to become key tenants of quality sporting facilities
- Implementing our regional strategy and leveraging off the redevelopment of the 'State Home of Netball' momentum
- Minimising any negative financial impact during the redevelopment of the 'State Home of Netball'

- Building traditional netball membership
- Successful licensing program of netball products to social netball providers
- Delivering Rock Up Netball in more states across Australia
- Offering Netball Victoria and Melbourne Vixens merchandise through a range of channels
- Implementing a new sponsorship strategy

- Having the biggest fan base and attendance at home games in the league
- The Melbourne Vixens achieving the highest sponsorship revenue of all female sporting teams in the country





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