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ABN 66 003 142 818  
Trading as Netball Australia

## INDEPENDENT SPORT PANEL SUBMISSION

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**October 2008**

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### Netball Australia

Governing body for the sport nationally which is lead by a Board of 7 Directors (6 elected, 1 appointed).

Netball Australia is a member of the International Netball Federation that consists of over 75 netball playing nations across the world.

A federated model consisting of eight affiliated Netball Member Organisations representing the States and Territories of Australia. Self governing but linked constitutionally with the national organisation.

Netball employs approximately 150 staff nationally (25 by the national organisation).

### Netball in Australia

Netball is an integral part of Australia’s sporting heritage and lifestyle, and is ranked as the leading women’s participation team sport.

Although over 1.2 million women and young girls are actively involved in the game nationally, males are increasingly becoming involved in all facets of the game. Australia has been dominant on the international stage since 1963.

|                                                     |                                                                                         |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------|
| National Participation Rate                         | 1.2 million                                                                             |
| Number 1 ranked team sport in Australia             | 15 to 24 year age group                                                                 |
| National Registered Members                         | 330,000                                                                                 |
| National Database                                   | 1,000,000 registrations                                                                 |
| Affiliated Associations                             | 570 nationally                                                                          |
| Clubs                                               | 5,000 nationally                                                                        |
| Female<br>18 and under<br>Over 18<br>Administrators | 95% of participants<br>58% of participants<br>39% of participants<br>3% of participants |

**1. Ensure Australia's continued elite sporting success.**

- a. Identify any areas of duplication within Australia's sporting system and recommend ways to build a more efficient system.*
  - b. Examine the relationship between the Australian Sports Commission, Australian Institute of Sport, State and Territory Institutes, academies of sport and regional institutes and how this relationship could deliver better athlete pathways.*
  - c. Recommend opportunities to ensure maximum returns from talent identification programs.*
- 

**Governance and Leadership**

**The Australian Sports Commission (ASC)**

The ASC's key objectives, to secure an effective national sports system that offers improved participation in quality sports activities by Australians and to secure excellence in sports performance by Australians, are critical to Australia's ongoing success on the international stage.

**Recommendations:**

**The federal government must invest significantly more resources into the ASC** to ensure that the two key areas of focus – high performance and participation are resourced to the level required to achieve these objectives. The ASC is under resourced at a time when Australia is facing an increasingly competition international environment and the national sports system is failing to provide quality participation experiences. In real terms the ASC budget has been reduced relative to the increased demands from the community.

The ASC cannot provide national and state sporting organisations with the level of funding and support required for them to be sustainable in the long term. Sport cannot keep 'doing more with less'.

There is doubt that the level of investment required to increase participation has been made. If the ASC is responsible for setting the direction of participation strategies in Australia more investment must be made in this area.

**Measurement of Success:**

Australia's success should be measured by more than gold medals won at Olympic Games. The return on investment in high performance should also be measured by achievement in hallmark events (Commonwealth Games and World Championships) and improved international standards.

### **Australian Institute of Sport and State Institutes (and Academies) of Sport**

A lack of strategic alignment and duplication of responsibilities between the AIS and SIS/SAS has resulted in:

1. Disrupted athlete pathways
2. Complex contractual negotiations between NSO and each entity.
3. A lack of transparency in funding and service levels between all stakeholders.
4. Complex accountabilities between national bodies and state bodies and the AIS and SIS/SAS.
5. Lack of alignment in service agreements.

#### **Recommendation**

1. Reconfirm the ASC position as THE single entity responsible for the strategic leadership of sport in Australia at the high performance sport and community sport levels.
2. Increase the level of funding to the ASC so that both High Performance and Community Participation objectives can be achieved to the highest level.

#### **AIS-SIS/SAS**

The preferred model would be to introduce a single entity (AIS – national and SIS/SAS – state), however it is acknowledged that funding for these bodies is provided by different levels of government. A solution is to introduce intergovernmental agreements that support strategic alignment between AIS and SIS/SAS – a ‘co-operative’ approach to delivery of high performance pathways.

### **Australian Commonwealth Games Association (ACGA)**

The ACGA plays an important role in assisting the preparation of athletes for Commonwealth Games. The ACGA funding is critical to ensuring the athletes (including emerging athletes) receive the level of support and services to maintain their training.

Although the ACGA provide clear guidelines in regard to the requirements that must be met to secure funding, there is no apparent funding framework to assist sport in planning.

#### **Recommendation:**

Increase the transparency in funding allocation to Commonwealth Games sports and reduce the emphasis on measuring success by the potential for gold medals.

### **National and State Sport Organisations**

The current national and state sport structure needs to be strengthened to deliver high performance and participation outcomes. Weaknesses of the current structures include:

1. Lack of strategic alignment between national and state bodies and national and state governments
2. Competing priorities and duplication of resources
3. Conflicts and tension in regard to national and state initiatives
4. Tension between volunteer directors and professional administrators in regard to governance
5. Lack of clarity around roles and responsibilities
6. Significant variation in governance and management capability

The high turnover of staff at state and national levels is a major concern and must be addressed if we are to keep quality people working in the sport industry. It is increasingly difficult to recruit and retain highly skilled people because the wages in this industry are often low in comparison to the business and private sector and there is significant amount of contract and casual employment. Promotional opportunities are limited and major events 'pull' talented young administrators into a life of moving from event to event.

The pressures of low wages, often unsociable work hours, and working with volunteers do not fully offset the other benefits of working in the sport industry.

For example, in the past two years there have been eight changes of Chief Executives at the State and National level which causes the sport to lose focus, change direction, lose knowledge and unsettle the remaining employees.

**Recommendation:**

1. The ASC must be resourced to support and service the needs of NSO to increase the accountability of sport to ensure:
  - a. More efficient and effective use of resources
  - b. Standardised structures – a federal model with unitary behaviours
  - c. Minimum standards
  - d. Sustainable business models are implemented
  - e. Effective human resource management practices are implemented
  - f. Risk monitoring
2. Undertake research and set standards for effective models of sport governance and management. Where research projects are undertaken, develop a legacy for all sports through knowledge transfer and development.
3. An investment must be made into people at the governance, management (including coaches) and volunteer level.
  - a. Provide a credible pathway for professional administrators
  - b. Address the needs of the 'Y' generation in the workplace
  - c. Acknowledge the changing role of the volunteer and an increasing role for professional delivery models.
4. Partner with universities and other tertiary institutions and training organisations to clearly articulate the needs of the sport industry, identify the skills shortages and ensure that graduates have realistic expectations about their opportunities.

**Australian Government Sports Training Grant (AGSTG)**

This is an Australian Government initiative to provide direct funds to targeted elite athletes, selected on the basis of medal potential, to assist with their training and competition expenses while preparing for the 2008 Olympic and Paralympics Games and other events such as select world championships. AGSTG allocations are made directly to athletes by the ASC based on submissions received from NSO/NSOD.

Athletes must earn less than \$60,000 (after tax) per annum averaged over the past four years to be eligible for AGSTG.

## **Netball and AGSTG**

This funding is critical to the quality and delivery of the High Performance program. The funding allows athletes to continue to train in preparation for the Commonwealth Games and World Netball Championships and for Netball Australia to use funds that would otherwise be required to provide an athlete allowance for the provision of athlete services.

The AGSTG is used to remunerate athletes in the Australian squad for contact days with the national program i.e. camps and tours. Whilst Netball Australia nominates the athletes and the grant figure, this is administered by the Australian Sports Commission (ASC) and provided directly to the athletes on a financial year basis.

The funding cycle and netball's high performance cycles are not aligned (Funding year end 30<sup>th</sup> June, High Performance cycle 31<sup>st</sup> December).

The outcome of this lack of alignment is that athletes may not have been selected in the squad/team prior to the close of applications. The NSO must anticipate who will be selected and to what extent they will be involved in the program.

This process works in 70% of cases however this 'guess work' often results in athletes receiving funding they may not be 'entitled' to and the NSO subsidising athletes who are selected (despite not being on the application).

### **Recommendation:**

- a. Continue the AGSTG funding to athletes.
- b. Extend the AGSTG funding to emerging athletes.
- c. Increase the AGSTG funding annually (by at least CPI).
- d. Increase the flexibility of the program to meet the needs of different sports.
- e. Extend the AGSTG funding to coaches to ensure that coaching is a viable career choice.
- f. Extend the AGSTG funding to talented and disadvantaged athletes who live in remote parts of Australia.

## **National Talent Identification and Development (NTID) Program**

The National Talent Identification and Development (NTID) program is designed to help sports identify talented athletes (12 years and older) and prepare them for participation in domestic, national and eventually, international competition. The program utilises information across all disciplines of sports science to identify young athletes with characteristics associated with elite performance. Once athletes have been identified they are provided with the opportunity to realise their potential in a high-quality talent development program.

This is an outstanding program supported by research and implemented in partnership between the ASC and NSO. At this time the program is only in place for thirteen Olympic sports (but will target 17 leading up to London 2012).

### **Recommendation:**

1. Introduce the NTID program to all sports willing to partner the ASC (not just Olympic Sports).
2. All sports should be involved in the NTID program as part of their high performance pathways.

**2. Better place sport and physical activity as a key component of the Government's preventative health approach.**

1. *Examine Government frameworks to ensure an on-going focus on grassroots and community sport and physical activity.*
  2. *Examine Government programs to increase participation rates in sport and physical activity, including analysis of existing programs.*
  3. *Identify and recommend opportunities to break down barriers to participation at junior, adult and senior ages with a view to making it simpler and easier for Australians to participate in the sport or physical activity of their choice, including for women, the disabled and Indigenous people.*
  4. *Recommend strategies to increase the effectiveness of the promotion of sport by the Federal Government to better communicate positive health and activity messages to the broader community.*
- 

**Elevate the Political Status of Sport**

The sport industry (with the exception of professional sports) has suffered from not having enough influence in government and the corporate world.

A cross government agency approach is required to achieve a holistic view for the health and well being of the entire community.

To remain competitive Sport must become more business orientated and developing partnerships with the corporate sector that will assist in development of skills to improve business practices and capacity.

**Recommendation**

The appointment of an independent professional advocate to represent the interests of sport and to influence government on the 'higher level all of sport issues' such as tax reform, legislative change, infrastructure, funding.

**'A Place to Play'** identifies and addresses the critical challenges emerging within the nation's community sport infrastructure, which, if left unattended, seriously threatens to compromise the effective delivery of organised sport programs and competitions and their significant contribution to local communities as a vehicle to achieve wider social, health, economic and environmental benefits and outcomes.

**Recommendation**

- a. Review the 'A Place to Play' proposal (which will be submitted on behalf of leading mass participation National Sporting Organisations).
  - b. Undertake a review of the Victorian State Government Country Football Netball Program to identify the key initiatives that have delivered successful small to medium size infrastructure projects in partnership with local communities across provincial Victoria.
-

### **Active-After Schools Program (AASP)**

Effective links are beginning to develop between some AASP providers and local netball Associations and Clubs.

Although the links between the AASP and community netball groups were not apparent in the early stages of the program implementation and were not a objective or priority of the project, the providers are now becoming aware of the advantages and benefits of partnerships to deliver an effective after schools program.

The links are critical to ensuring that program participants are integrated into organised sport but the majority of providers in metropolitan areas are private providers who have no identifiable link to community sport.

Direct benefits to netball of the program include:

1. Netball's involvement in the production of the 'Playing for Life' netball resource which has been utilised by Netball Australia in our junior programs.
2. Linking of provider training into Netball Australia's Coach Accreditation framework which means the providers are 'fast tracked' into netball's coaching system.

There is a view that the same level of investment (\$124million to 2010) in existing sport delivery or providing sport specialists in schools would potentially yield similar or better participation outcomes while at the same time increasing the capacity of sport to deliver at the local level.

There is doubt that the program is reaching the children that need it most.

The netball program is not branded by netball's national junior program Net Set Go! This reduces the awareness of this national development program and the links to netball.

### **Recommendation:**

There is enormous opportunity for the AASP to link with National Sporting Organisations and their members utilising the structures currently in place in schools and communities. Creating value for sport infrastructure rather than creating another structure/system that adds little value to broader community outcomes.

### **School Sport**

#### **Skill Development**

There is considerable urgency about schools improving the literacy and numeracy levels of children. However unless the physical needs are being met and the health and wellbeing of children is improved, literacy and numeracy targets will not be met.

All schools should and could play a significant role in sport and skill development for children and therefore have an enormous impact on the obesity problem. It is important to take advantage of the fact that schools are the best place to reach children (they are a captive audience).

The debate about trained physical education specialists in schools has raged for many years and the current solution of dedicated hours of activity has not solved the problem (evidence suggests schools

are not complying with this requirement and compliance is not being monitored). Childhood obesity continues to grow.

### **Partnerships**

Promoting the use of shared resources between school and community groups is vital to maximise the investment made into infrastructure.

School facilities could be used for post school activities and schools can benefit by reducing overheads, connecting the community with their school and from the activities delivered by community groups.

There are an increasing number of private providers who utilise community facilities and sport trained personnel (coaches and umpires) to deliver sport. Sport needs to implement strategies to partner with these private providers to ensure that the sport benefits through investment from these providers.

Sport specialist schools link sport with academic achievement but also create opportunities for the community to use school infrastructure (refer: Maribyrnong Sport School).

### **Recommendations:**

1. Reinstate trained physical education specialists into the education system.
2. If the government will not reinstate physical education specialists (and past experience and years of telling the same story suggests that this will not happen), establish school programs with specific measurable outcomes (similar to numeracy and literacy outcomes) that focus on the 'untrained but motivated generalist' or the 'generalist acting as coordinator' for generalist teachers to deliver the program.
3. Deliver sport and physical activity in an educational context so that it becomes inherent in their life.
4. Review school and community group projects that deliver infrastructure to determine the most successful shared model for both capital investment and sustainable management models.

### **Sport Participation**

There is a significant amount of evidence that sport contributes beyond physical fitness and wellbeing. Involvement in sports like netball strengthen community through social inclusion, impact on our sense of unity and inspire our nation, can enrich lifelong learning and has a significant role in all aspects of preventative health.

### **Recommendation**

Undertake research into the delivery models of our sport to ensure we meet the changing demands of work life balance, generational change and the needs of a culturally diverse population.

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### **3. Strengthen pathways from junior sport to grassroots community sport right through to elite and professional sport.**

- a. Examine the capacity of the system to ensure optimal and efficient delivery of the athlete and coach pathway for any given sport.*
  - b. Recommend the most effective support and recognition for the coaches, officials, umpires, administrators and volunteers who keep our community clubs alive.*
  - c. Examine how relationships between the Commonwealth Government and National Sporting Organisations, State Sporting Organisations and Australia's peak representative bodies at key multi-sports competitions may be strengthened to deliver better performance outcomes.*
- 

#### **Club Development**

The biggest gap in community sport development is a lack of capacity of the volunteer system due to a lack of qualified volunteers and resources.

Investment in leadership development will provide local volunteers with the ability to provide a quality sport experience, advocate for facilities and funding, attract volunteers (including coaches and umpires) and provide quality development opportunities for athletes, coaches, administrators and umpires.

It is critical to aim for tailored community models which provide the flexibility to meet local needs and generational change. There should not be a 'one size fits all' approach.

#### **Recommendation:**

1. Undertake research into the most successful club development programs nationally and internationally and identify the key components that make these programs effective
  - Examples in Australia of quality association/club development programs are delivered by the AFL, Tennis Australia and Netball Victoria.
2. Invest in direct support to assist community groups to build their capacity. This could be achieved through the provision of both specific community sport officers, the creation of community sport hubs (centralised groups of sporting clubs) and grants for local community organisations and personnel (think global, act local).

#### **Coaching**

Coaches are one of the most influential people in sport organisations.

Gaps previously identified in the National Netball Coach Accreditation program have been effectively closed by the introduction of additional levels (from three to six). This acknowledges the need for volunteer coaches to progress more slowly and take 'smaller steps' to attaining their coaching skills and experience. The new structure also provides greater flexibility for volunteers and reduces the time commitment required to 'qualify' for each level.

Netball does not experience the same problems that Olympic sports face in retaining talented coaches. Currently the most significant and prestigious professional coaching opportunities are available in Australia. The major concern for netball is a lack of opportunity for elite netball coaches and a lack of resources to successfully implement succession plans and pathways to national coaching roles.

The lack of opportunities has resulted in Australian coaches travelling overseas to work with other national netball federations. Australia has developed a significant number of past and current international coaches. Although Netball Australia views this as important to develop the sport internationally it is not an option for all talented coaches which results in a high level of 'drop out'.

**Recommendation:**

1. Promote the importance of the role of the coach in sport and increase the investment in programs and support networks at both the grassroots and elite level.
2. Support sport to implement clear coach pathways that provide the opportunities required to move from grassroots to high performance coaching.

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**4. Maintain Australia's cutting edge approach to sports science, research and technology.**

- *Examine the capacity of the system to ensure provision of cutting edge technology, innovation, sport science, sports medicine, applied research to underpin sport performance and development, including ways to maintain Australia's position as leaders in anti-doping.*
- *Examine the current partnerships in place within these fields and recommend any potential partnerships.*

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**Recommendation**

A considerable amount of research is funded by government and universities nationally (and internationally) but the findings and recommendations of this research are not readily available to sport. Much of this research cannot be applied or is conducted in isolation due to a lack of integration and collaboration.

There is need to gather more meaningful and relevant evidence about community practices. 'One size does not fit all' and the diversity of community due to demographic, economic and geographic factors need to be taken into account.

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**5. Identify opportunities to increase and diversify the funding base for sport through corporate sponsorship, media and any recommended reforms, such as enhancing the effectiveness of the Australian Sports Foundation.**

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There are a significant number of examples (international) of creative solutions to diversify sources of funding for sport.

1. Establishment of a foundation (there must be a way of making system similar to England work despite federal and state borders/legislation)
2. Increasing tax deductability for corporates who sponsor sport from 100% to 150%
3. Non refundable tax credit for parents of high performance athletes
4. Non refundable tax credit for sport registration fees
5. Non refundable tax credit for fees paid by volunteers to take courses in coaching and officiating
6. Provide sport employees with similar benefits available to employees who work for charitable institutions.

The Australian Sports Commission has invested funding into several sports to review and develop their commercial strategies. This is an effective way to build the capacity of sport to diversify their funding sources and secure funding from corporate sponsorship.

#### **The Australia Sports Foundation (ASF)**

The Australian Sports Foundation (ASF) is the Australian Government organisation which is designed to generate funds from the community and business sectors to assist schools and community groups develop sport.

#### **Recommendations**

1. Research the creative sports funding models that are being used internationally.
2. Undertake a review of the ASF to determine whether the fund:
  - a. is providing a solution for sport and reaching the sporting groups that require financial assistance to achieve development outcomes.
  - b. Investigate legislative change that will provide direct tax deductibility (charitable status)
3. Investigate the opportunity for sport to be acknowledged as a community provider and therefore take advantage of the significantly better funding opportunities available to this sector.

## **APPENDIX: 1 – Netball Australia – Strategic Summary**

**Vision** - Netball - one team, one game, one goal.

**Mission** - Commercially driven, stakeholder focused and recognised as a world class sporting organisation.

### **Definition of Success**

#### **One Brand for Netball**

- Netball Australia is a trusted community leader.
- Corporate partners are chosen based on their alignment with Netball Australia's values.
- Netball is a global game due to Netball Australia's influence.

#### **Netball is an Australian Success Story**

- Australia is **ranked world number one**.
- There are sell-out crowd at all national and international events.
- Netball coaches, umpires and players are household names and positive role models.
- High profile people are actively involved with netball.
- The netball product is embraced by commercial media and its audience.
- Netball is a "key sport" on digital media and has high hit rates and downloads.
- Netball merchandise is a mass product, in high demand and a major revenue stream.
- Increased membership across players, officials, coaches and volunteers.

#### **Members Share and Enjoy Netball's Achievements and Successes**

- A federated model with national behaviours
- Everyone who plays netball is contributing to netball in Australia.
- Member's equity is increased substantially.
- Netball is essentially a top-down funded sport.

#### **More People Experience Netball**

- An accurate member profile and population demographics ensures facility and product planning and development anticipate changing requirements.
- Netball is relevant to new Australians and helps them engage with the community.
- Every kid experiences Net Set Go!

#### **We will achieve success by:**

- Understanding the environment in which we operate.
- Being responsible financial managers.
- Focusing on our members.
- Developing quality processes.
- Developing quality people.
- Valuing our tradition and culture.
- High Performance excellence.

### Strategic Priorities 2008-2010

The sport undertook a comprehensive planning process in 2007 and agreed to establish national strategic priorities for the sport which underpin the future growth and development of the sport in Australia. The achievement of these priorities contributes to the ongoing organisational objectives to retain the world number one ranking and remain Australia's foremost women's sport.

|                                                                                                                                             |                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| <b>Rebrand netball so is contemporary, relevant and compelling</b>                                                                          | <b>Achieved – Stage 1<br/>On Track – Stage 2</b> |
| <b>Involve key business leaders, community and government and determine what role they could and should play, as an advisor or partner.</b> | <b>On Track</b>                                  |
| <b>Create a range of new products and merchandise which is appealing to a broad market</b>                                                  | <b>Achieved – Stage 1<br/>On Track – Stage 2</b> |
| <b>Use interactive, contemporary digital media to make netball a part of life</b>                                                           | <b>Achieved – Stage 1<br/>On Track – Stage 2</b> |
| <b>Implement Net Set Go!</b>                                                                                                                | <b>Achieved</b>                                  |

### Strategic Options 2011-2013

|                                                                         |
|-------------------------------------------------------------------------|
| <b>Develop a national strategic facility plan</b>                       |
| <b>Develop and implement a national volunteer management plan</b>       |
| <b>Remain relevant in a multi-cultural society</b>                      |
| <b>Create iconic events and products that generate economic benefit</b> |
| <b>Retain netballers</b>                                                |
| <b>Capture the 'social' netball market</b>                              |
| <b>Establish a presence in urban and regional growth areas</b>          |

## 2008 Operational Priorities

### Governance

#### Leadership and Development

- Provide leadership within the Australian netball community.
- Invest in governance and leadership development across the sport.

#### Relationship Management

- Partner and build stronger relationships with Member Organisations and International Federations, business leaders, community and government

#### International Development

- Build Australia's capacity to work in and influence the international agenda.
- Develop a targeted program for improving international regional development.

### Commercial Operations

#### Communication

- Engage with key stakeholders in a timely, relevant and effective manner.

#### New Media (Strategic Priority)

- Use interactive, contemporary digital media to support of vision to make netball a part of life.

#### Sponsorship

- Develop effective, long term partnerships with iconic Australian brands for all netball products.

#### Media and Public Affairs

- Use media to build the profile of the Netball brand and personalities.

#### Licensing, Merchandise and Memorabilia (Strategic Priority)

- Create a range of products which appeal to a mass market.

#### Branding (Strategic Priority)

- Re-brand Netball so that it is contemporary, relevant and compelling.

#### National Membership Program

- Develop and implement a nationally coordinated strategy to capture useful data and implement a national membership program.

#### The Australian Netball Team

- Re-position and re-launch the Australian Netball team brand.

#### Corporate Responsibility

- Develop and implement a national charity strategy linked with "Women's Health".

## **Research**

- Implement a research program around key program areas to enable evidence based decision making. Build the capacity of the organisation to integrate evidence based research into their program areas.

## **Business Services**

### **Risk Management**

- Update the National Risk Management Program.

### **National Insurance Program**

- Develop and manage the National Risk Protection Program.
- Manage the Netball Australia Players' Injury Medical Expenses Gap Discretionary Fund.

### **Human Resources**

- Develop and implement a national HR program.

### **Statutory and Policy Requirements**

- Ensure Netball in Australia meets all legislative and compliance requirements and operates an effective policy framework.
- Ensure the Netball Australia Anti-doping policy is up to date, promoted and associated education programs are implemented.
- Ensure the Netball Australia Member Protection Policy (including welfare of participants, harassment free sport, police check procedures and complaint procedures) are up to date and promoted throughout the netball community.

### **Business and Financial Systems**

- Ensure transparent and efficient financial, asset and risk management practises to build the financial sustainability of Netball in Australia.

## **Sport Development**

### **Net Set Go! (Strategic Priority)**

- Implement Net Set GO! nationally.

### **Coach Development**

- Complete and implement competency based:
  - coach accreditation framework
  - presenter, assessors and mentoring accreditation framework.
- Conduct the Elite and High Performance Coaching Accreditation Courses.
- Provide professional development and mentoring opportunities for High Performance Coaches.
- Recognise and reward coach achievements.
- Provide opportunities for Australian coaches to be exposed to international competitions and events.

### **Umpire Development**

- Provide opportunities for Australian umpires to be exposed to international competition and events.
- Appoint and coordinate a senior testing and talent development panel.

- Develop and implement a competency based umpire accreditation framework for netball in Australia.
- Provide a development and competition pathway for identified umpires.

### **Participation Programs**

- Develop and implement a National Indigenous Strategy and a National Disability Action Plan.
- In conjunction with the AFL, coordinate the 1Seven program nationally.

### **Volunteers**

- Develop and implement a best practise national volunteer program.

### **Facility Development**

- Work with key stakeholders to improve and expand the netball facility infrastructure.

### **Scoring and Timing**

- Develop and implement a competency based score bench accreditation framework for netball in Australia.

## **High Performance**

### **Planning**

- Develop a plan to 2011 that provides the framework to retain number 1 world ranking as a team and integrates world class practices and develops a high performance culture.

### **Program Management and Governance**

- Effectively communicate the governance and management of the high performance program to all levels of netball.
- Collaborate with key partners, including the ASC, SIS/SAS and ACGA to develop a large pool of well rounded, world class athletes.

### **Athlete Pathway**

- Maintain and enhance the athlete pathway and ensure entry or re-entry at all levels.
- Daily Training Environment is clearly articulated, understood and operational at all levels of the high performance athlete pathway.

### **International Competition Program**

- Develop a flexible and integrated program that recognises the cyclical nature of international competition and provides experiences for emerging and current athletes, coaches and team officials.

### **Athlete Welfare**

- A fully integrated and individualised athlete management program.

### **Sports Science and Sports Medicine (SSSM)**

- Manage the national sports science sports medicine framework.

## Events

### **Australian Netball League**

- Develop and implement the ANL to ensure delivery of a competition that assists the progression of athletes from national to international competition.

### **Deliver the ANZ Championship in Australia**

- Develop and support the strategic and operational requirements of the ANZ Championship in Australia and New Zealand.

### **National Netball Championships**

- Manage the planning and delivery of the National Netball Championships.

### **Netball Awards Function**

- Celebrate and recognise the achievements of Netball Australia stakeholders.

### **International Test Series**

- Deliver a financially profitable event through a high quality experience for the sporting / entertainment consumer