



NETBALL UNITED 2020- 2022

NETBALL QUEENSLAND STRATEGIC PLAN

Acknowledgement of Country

We pay our respects to the Aboriginal and Torres Strait Islander ancestors of this land, their spirits and their legacy. Our First Nations peoples give strength, inspiration and courage to current and future generations of Queenslanders, both Indigenous and non-Indigenous.





BEACH NETBALL
WUNGU, YARRABAH
PHOTO TAKEN BY PETE MAXWELL

INTRODUCTION

We are proud to present NETBALL UNITED™, the 2020-2022 Strategic Plan for Netball in Queensland. Our sport has come a tremendous way in the past three years. Since 2017 we have implemented our new competition program including QPL, the 16U and 18U State Titles and the inaugural HART Sapphire Series. We opened the doors of the \$44.6 million purpose-built Nissan Arena, our State's first home of Netball. And our entire community has engaged in the co-creation of the new Biome Operating Model. Together we bravely tackled issues and challenges few sports ever resolve. This was only possible because of the passion, commitment and vision that unites us all behind the future of Netball.

The ideas, feedback and input of more than 500 people from across Queensland has informed the work plan set out in the pages that follow. I want to thank everyone who has contributed, debated and shaped the strategy which forms our second H2 cycle.


As leaders we are - and must always remain - relentless in our service of Netball. Throughout the 20th century, Netball rose on the backs of passionate

change makers fighting for inclusion and equality. We stand today on the cusp of our next chapter. The world of sport is experiencing accelerating change and therein lies our greatest challenge; the willingness to change and the discipline of continual improvement. It will be the boldness of our vision, our trust in each other and our preparedness to continually adapt, that will determine our legacy.

I am excited to release NETBALL UNITED™ because one thing is certain. Our sport is stronger when we are united. United in our leadership, our strategy and in our communities. Queensland is a big, beautiful and diverse force of nature. It will take a united effort to ensure our game is thriving from the Torres Strait to the Tweed Coast. Within this Strategic Plan lies the roadmap for this incredible opportunity. We have set the foundations. Now it's time for Netball to blaze a trail yet again.

Yours in Netball

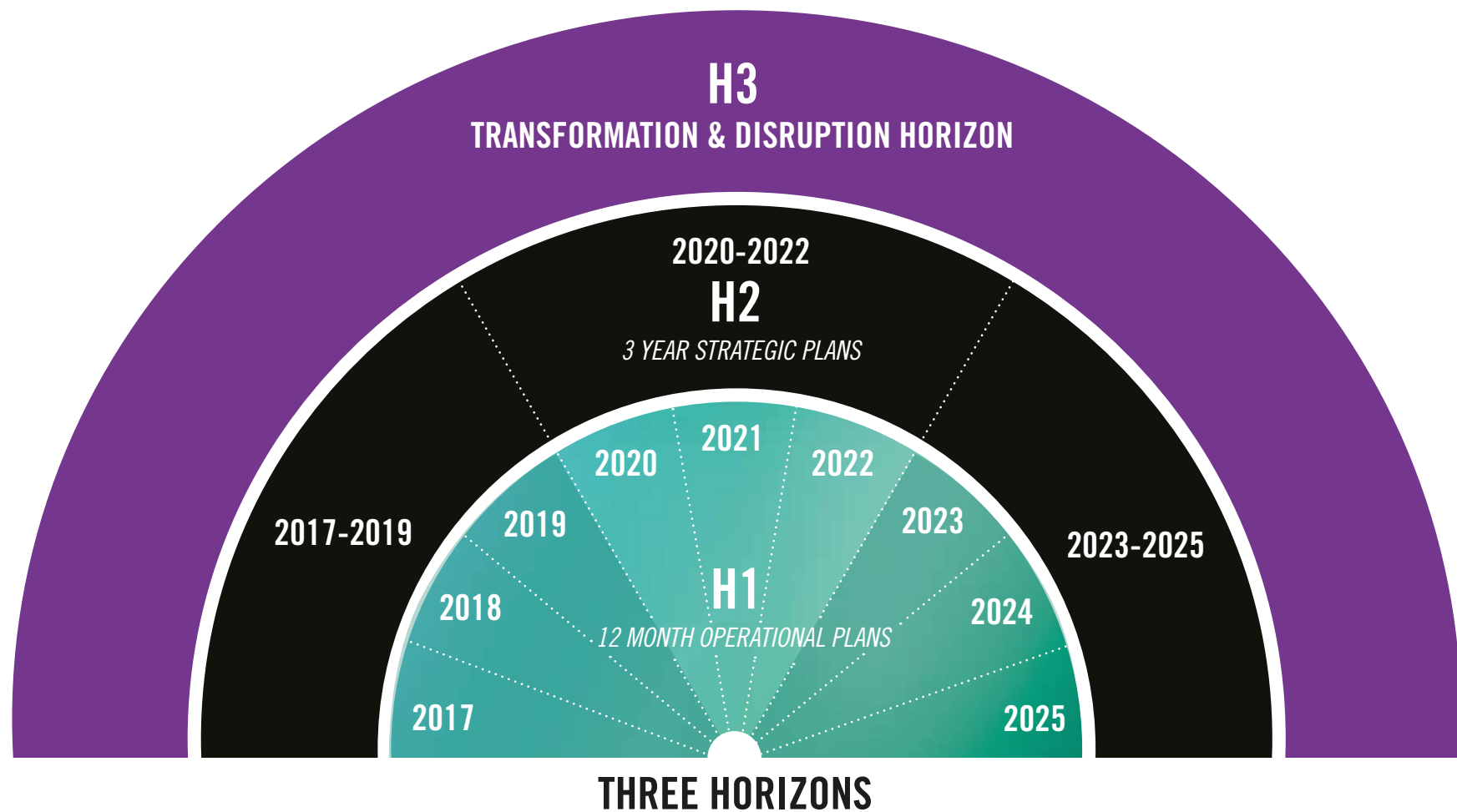
CATHERINE CLARK
CHIEF EXECUTIVE OFFICER

A woman with blonde hair tied back is shown in profile, speaking into a microphone. The image is heavily overlaid with a purple color scheme, creating a monochromatic effect. The background is blurred, suggesting an audience or a stage setting.

"Throughout the 20th century, Netball rose on the backs of passionate changemakers fighting for inclusion and equality. We stand today on the cusp of our next chapter."

Catherine Clark

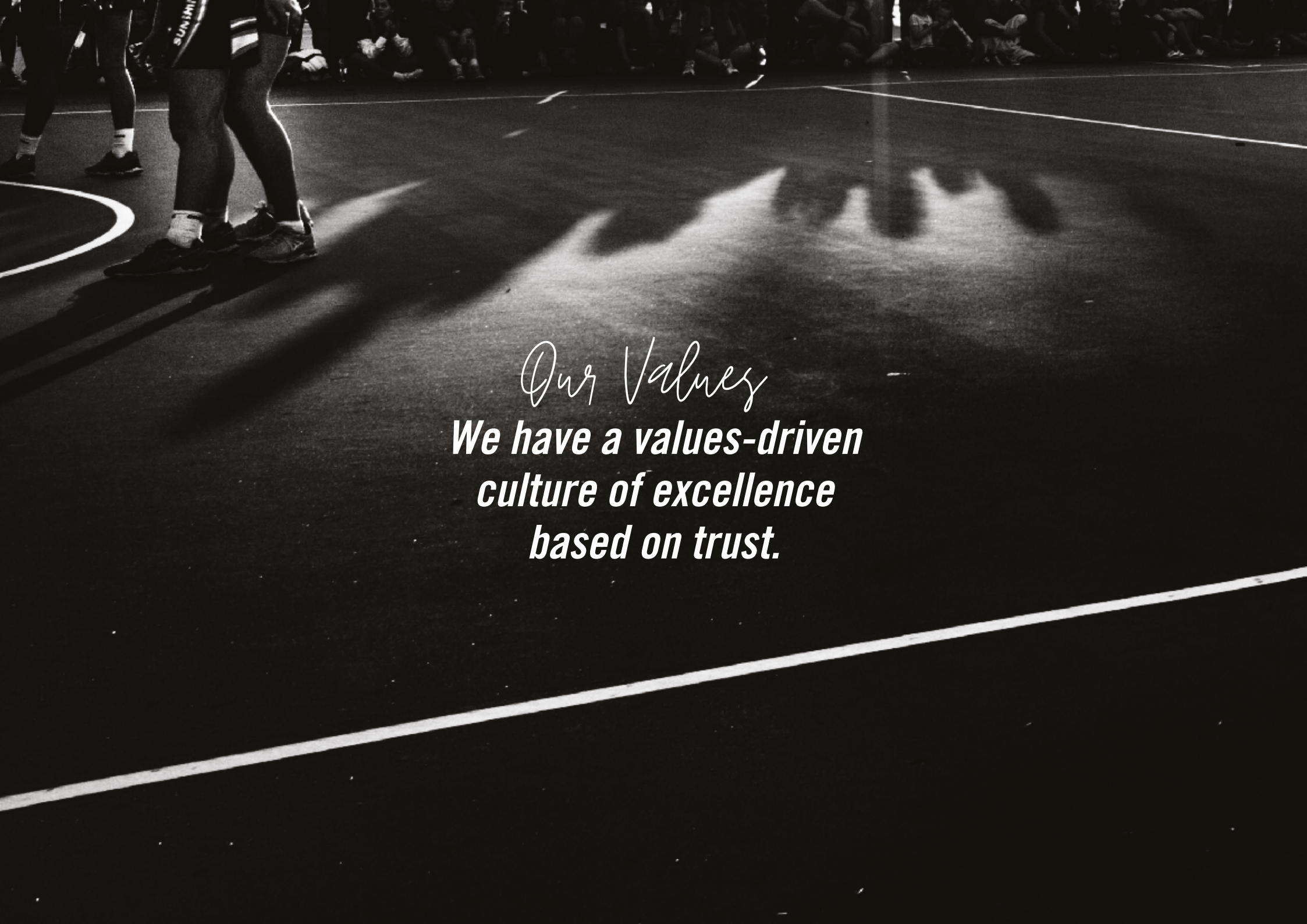
Planning for our Future




THREE HORIZONS PLANNING FOR NOW AND THE FUTURE

This strategic plan has been developed in the context of Netball Queensland's Three Horizon Planning Framework. Critical to the future success and sustainability of netball, is growing our capacity for evolution, and our ability to leverage the expertise within our diverse community. Netball Queensland is committed to developing the capability and capacity of the entire netball community. Importantly, in a rapidly changing world, this means fostering organisational agility and market responsiveness. We have adopted the Three-Horizon Framework as a mechanism for engaging more members in conversations across all three horizons.

	H3	H2	H1
TIMEFRAME	ONGOING	3 YEARS	12 MONTHS
PURPOSE	<ul style="list-style-type: none"> Ensures netball remains relevant and offerings meet the market Explores ideas and concepts for long term options Is not restrained by existing work, historical data and assumptions Responds to future trends, lead indicators and technological advances 	<ul style="list-style-type: none"> Sets the strategic direction (or vision) and the organisational values which will guide decision-making Articulates medium term objectives Outlines strategic focus areas and key projects to be achieved over multiple years Identifies measures of success and KPI targets 	<ul style="list-style-type: none"> Articulates short term objectives Details activities, programs and projects for the 12-month period Defines roles and responsibilities for staff Sets annual KPIs and delivery deadlines Details resource deployment
FUNCTION	<ul style="list-style-type: none"> Innovation pacesetter Continual improvement engine Culture shaper Future business model leader 	<ul style="list-style-type: none"> Strategic clarity Defines the focus Identifies delivery milestones Implements transformation projects 	<ul style="list-style-type: none"> Clear task direction for workforce Actions align to strategy Risk management Drives monitoring and accountability



Our Values
***We have a values-driven
culture of excellence
based on trust.***



COLLABORATIVE
BRAVE
AUTHENTIC
INCLUSIVE
INNOVATIVE



Our Vision

To become a world-leading sports organisation, respected for transforming lives through netball.

Our Ambition

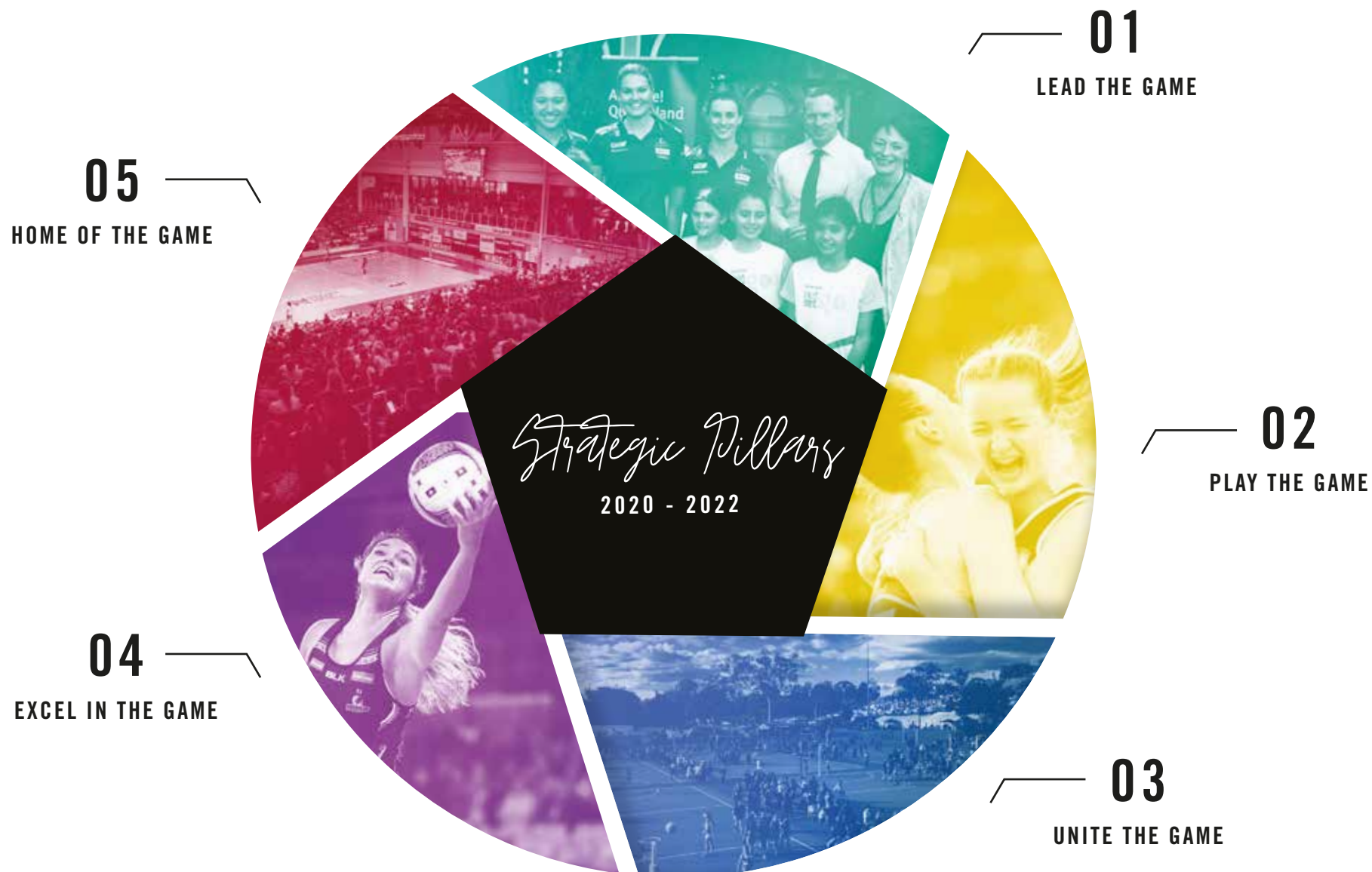
***Our game is united, agile and thriving,
on and off the court.***





STRATEGIC PILLARS

2020 - 2022





Strategic Pillar

LEAD THE GAME

DEVELOP CAPACITY ACROSS THE GAME TO ENABLE SCALEABLE DELIVERY OF INCLUSIVE PARTICIPATION

STRATEGIC OBJECTIVES	KEY ACTIVITIES	KEY MEASURES
1.1 Strengthen values-based leadership capability at all levels of the sport	<ul style="list-style-type: none"> Build human resource capability and capacity to drive the delivery of people and culture initiatives Bring our organisational values to life through supporting leaders at all levels in policy and practice. Promote best practice governance through skills-based board composition and an environment where Board and Committee leaders model a positive culture Develop and implement succession planning to engage and promote future generations of netball leaders at all levels 	<ul style="list-style-type: none"> Leadership development and succession plans implemented People and capability surveys Competitiveness of recruitment processes Best Places to Work survey Cultural competency is embedded in our organisation through ongoing training Bi-annual Board performance review process Election/appointment of skills-based Directors aligned to strategic priorities Board succession plan established Youth Advisory Board established Talent pipeline and staff succession plans developed
1.2 Increase the number and quality of coaches and officials at every level of the game	<ul style="list-style-type: none"> Attract, retain and celebrate an extensive community-level coaching workforce Lead the delivery of quality, accessible and contemporary coach development programs Lead the delivery of quality, accessible and contemporary officials development programs 	<ul style="list-style-type: none"> Growth in our active coaching workforce in all eight Biome Delivery Groups Coach recruitment plans for NSG, Sporting schools and walking netball established Coach development plans established and reviewed in all biome delivery groups Growth in number of coaches at each level of accreditation Participation numbers at formal, informal workshops and forums Customer satisfaction surveys Umpire recruitment and development plans established for all Biome Delivery Groups Annually Growth in number of officials at each level of accreditation Participation numbers at formal, informal workshops and forums Customer satisfaction surveys
1.3 Drive social impact and inclusion outcomes through Netball	<ul style="list-style-type: none"> Implement and build the capacity and scale of the Diamond Spirit™ program Develop a Social Impact Strategy 	<ul style="list-style-type: none"> Secure funding through to 2022 Develop and implement a Social Impact Strategy
1.4 Our sport is tech-enabled and working together on customer-centred digital transformation	<ul style="list-style-type: none"> Implement a system-wide live scoring technology solution Identify and implement a tech-first member registration and competition management system Identify and implement technology solutions which optimise operational efficiency and leverage emerging content distribution options as a mechanism for growing our economy and brand 	<ul style="list-style-type: none"> All Netball Queensland run competitions utilise live scoring Customer satisfaction with live scoring technology Number of association competitions adopting live scoring technology Selection, testing and successful implementation of priority technology solutions Number of association competitions adopting technology
1.5 Embed a learning culture where collaboration, professional development and ritualising continual improvement is valued and practised	<ul style="list-style-type: none"> Promote a netball-wide working environment of continual improvement through knowledge transfer, systemic collaboration and exchanging effective practice Promote a learning culture at all levels of the sport through growing the Annual Leaders Conference and related events 	<ul style="list-style-type: none"> Organisational values are adopted and published in planning documents across the Biome Collaboration projects are identified for all Biome Delivery Groups Horizon Three Project continues to drive innovation and collaboration across the sport Growth in Associations and Clubs attending the Leaders Conference and Coaching and Officials Fourm Customer satisfaction
1.6 Drive sustainability by creating market-leading IP and optimising commercial value for netball	<ul style="list-style-type: none"> Develop and implement 2020-2022 commercial strategy across the Biome 	<ul style="list-style-type: none"> Growth in annual turnover and unrestricted revenue for Netball Queensland Growth in commercial revenue across the Biome Delivery Network



“It will be the boldness of our vision, our trust in each other and our preparedness to continually adapt, that will determine our legacy.”

Catherine Clark



Strategic Pillar

PLAY THE GAME

INCLUSIVE PARTICIPATION GROWTH WITH A FOCUS ON FLEXIBILITY, INNOVATION AND AGILITY

STRATEGIC OBJECTIVES	KEY ACTIVITIES	KEY MEASURES
2.1 Grow netball participation across the lifespan	<ul style="list-style-type: none"> Drive entry level participation growth through existing and new products and services Measure and reward retention across the Delivery Network Establish strong partnerships with schools and education partners across Queensland 	<ul style="list-style-type: none"> Growth in NetSetGo centres and participation rates Develop new entry-level experiences and activities Growth in retention rates Customer satisfaction Emotional connection score Growth in number and distribution in NSG School Centres and Holiday Clinics Teacher satisfaction Number of schools participating in Vicki Wilson Cup/Shield and Primary Schools Cup Growth in number of Schools and Students participating in Netball
2.2 Identify and cultivate new participation markets	<ul style="list-style-type: none"> Develop and launch NetX as a tailored product for 16-24 year olds Explore, develop and pilot new and adapted products to meet priority customer segments and emerging market opportunities Grow participation in Walking Netball 	<ul style="list-style-type: none"> Growth in first-time participants Customer feedback Growth in Walking Netball participants Number of new Walking Netball centres Customer satisfaction
2.3 Deliver contemporary, high quality events and competitions which inspire participation in Netball	<ul style="list-style-type: none"> Netball Queensland events and competitions offer an outstanding participant and customer experience on and off the court Representative netball within the Delivery Network provides challenge and enjoyment through holistic development 	<ul style="list-style-type: none"> Growth in number of teams participating Customer satisfaction Associations and Clubs adopt new Athlete Development Framework*
2.4 Identify and create delivery partnerships which expand opportunities for more Queenslanders to play the game	<ul style="list-style-type: none"> Identify and build partnerships to expand and support access for Netball in Aboriginal and Torres Strait Islander communities Identify and build partnerships to expand and support access to Netball in rural and remote Queensland communities Identify products, pathways and build partnerships to improve inclusivity 	<ul style="list-style-type: none"> Growth in first-time participants Growth in retention rates Coaching and officiating numbers Teams entered into competitions and events from across Queensland Attendance at Netball Queensland Leaders Conference Customer satisfaction
2.5 Build an independent funding stream back to Netball through the Queensland Firebirds	<ul style="list-style-type: none"> Build the sustainability of our game by converting netballers into Queensland Firebirds fans Reinvest resources into programs and opportunities to support the next generation of netballers to realise their potential 	<ul style="list-style-type: none"> Revenue from Firebirds invested back into community netball Growth in Queensland Firebirds fan base Growth in participation for Queensland Firebirds camps, clinics and programs

The background is a photograph of a busy outdoor basketball court. Numerous players are visible on the court, some in motion. The scene is set under a bright sky with scattered clouds. A large, semi-transparent blue overlay covers the entire image. Overlaid on this are large, white-outlined numbers '03' that span most of the width of the image. The text 'Strategic Pillar' is written in a cursive font across the middle of the '0', and 'UNITE THE GAME' is written in a bold, sans-serif font across the middle of the '3'.

Strategic Pillar

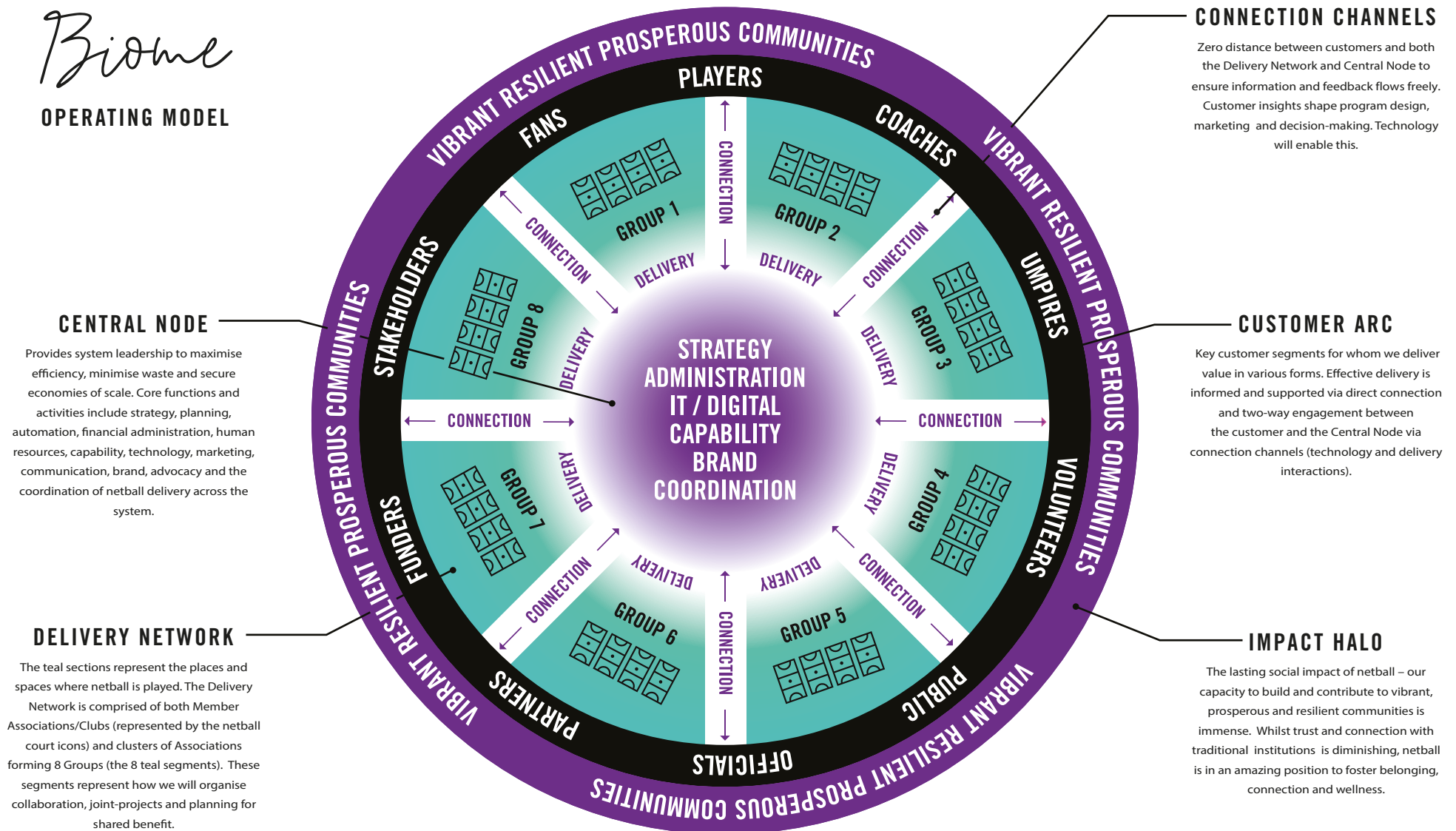
UNITE THE GAME

NETBALL QUEENSLAND TO BE STRUCTURED, RESOURCED AND CAPABLE TO SUCCESSFULLY TRANSITION TO THE BIOME OPERATING MODEL

STRATEGIC OBJECTIVES	KEY ACTIVITIES	KEY MEASURES
3.1 Unify our Netball community and strengthen our delivery network through implementing the Biome Operating Model	<ul style="list-style-type: none"> Undertake a benchmarking process for all Delivery Network partners to identify needs, support priorities and track progress against agreed targets 	<ul style="list-style-type: none"> Annual benchmarking report completed Growth of Associations and Clubs against key targets
	<ul style="list-style-type: none"> Foster excellence in leadership through improved governance capability 	<ul style="list-style-type: none"> Number of Associations/Clubs completing governance training Number of Associations/Clubs with skills-based Board Committees Number of Associations/Clubs achieving the Governance Mark*
	<ul style="list-style-type: none"> Drive efficiency, compliance and analysis capability through the adoption of unified and aligned financial administration solutions 	<ul style="list-style-type: none"> Number of Associations/ Clubs using Xero platform Number of Associations/Clubs attending training forums
	<ul style="list-style-type: none"> Create a unified, informed and well supported netball workforce across Queensland 	<ul style="list-style-type: none"> Netball United™ Workforce Plan implemented Growth in paid positions across the sport Reduced number of complaints escalated to Netball Queensland
	<ul style="list-style-type: none"> Drive operational intelligence through developing clear plans and strategies which are underpinned by knowledge sharing across the sport 	<ul style="list-style-type: none"> All Associations have a customised Netball United™ Strategic Plan
	<ul style="list-style-type: none"> Develop and implement technology solutions which reduce administration and drive commercial sustainability for the sport 	<ul style="list-style-type: none"> Technology solutions to support the Biome Operating Model have been selected and implemented
3.2 Grow the netball economy through proactive and aligned commercial strategies	<ul style="list-style-type: none"> Design and implement bulk purchasing initiatives which leverage Netball's scale to grow our resource base 	<ul style="list-style-type: none"> Bulk purchase program developed and implemented
	<ul style="list-style-type: none"> Design and implement a system-wide commercial and sponsorship strategy for the Biome Delivery Network 	<ul style="list-style-type: none"> Commercial audits completed MOU agreements established with participating Associations and Clubs
	<ul style="list-style-type: none"> Develop a merchandise and licensing program 	<ul style="list-style-type: none"> Merchandise licensing program implemented
3.3 Foster a unified and empowered Netball workforce through training and development which aligns to our new operating model	<ul style="list-style-type: none"> Undertake a training and development audit to assess the workforce needs in all Biome Delivery Groups 	<ul style="list-style-type: none"> Audit completed in all eight (8) Biome groups
	<ul style="list-style-type: none"> Deliver quality learning programs and resources designed to clearly articulate contemporary coaching practice and pedagogy 	<ul style="list-style-type: none"> Growth in trained workforce across all Biome Delivery Groups
	<ul style="list-style-type: none"> A coordinated delivery of training and development across all Biome groups 	<ul style="list-style-type: none"> Growth in trained facilitators and developers to deliver courses, workshops and to support networked learning Customer satisfaction
3.4 Advance Netball's profile, popularity and brand value	<ul style="list-style-type: none"> Drive unity across our Netball community through engagement and communication at all levels to best serve the sport of netball 	<ul style="list-style-type: none"> Brand tracking research Net Promoter Score (NPS)
	<ul style="list-style-type: none"> Bring the Netball United™ brand to life through a communications strategy coordinated across the Delivery Network Groups 	<ul style="list-style-type: none"> Netball United™ Brand awareness metrics Evaluation of Netball United™ communications strategy
		<ul style="list-style-type: none"> * Governance Mark to be published in 2020

Biome

OPERATING MODEL



*"Unity is strength...when
there is teamwork and
collaboration, wonderful
things can be achieved."*

Mattie Stepanek

WHY IS THE BIOME IMPORTANT?

1. Zero distance between the customer and those designing the offering;
2. Cultivate an ecosystem of thriving inter-dependent "microenterprises" with a shared purpose;
3. Minimum viable bureaucracy so information can flow as freely as possible across the system;
4. Clear strategy and operational priorities with shared responsibility for system-wide KPIs;
5. Adaptable and flexible to cater for different needs and local conditions;
6. Use resources as efficiently as possible removing friction in the system;
7. Ways of working which embed and reward, sharing and collaboration;
8. Focus majority of the workforce on high-value, people-focused activities rather than administration;
9. Improve capacity and capability through use of technology and digital solutions; and
10. Maximise the positive social impact netball has on communities.

Strategic Pillar

EXCEL AT THE GAME



INSPIRATIONAL HEROES AND CLEAR PATHWAYS DRIVE SUSTAINED SUCCESS FOR QUEENSLAND TEAMS AND ATHLETES

STRATEGIC OBJECTIVES	KEY ACTIVITIES	KEY MEASURES
4.1 Queensland athletes have access to a high performance system with effective pathways which reflect best practice	<ul style="list-style-type: none"> Develop High Performance Strategy which clearly articulates the pathways, programs, measures and roles/responsibilities to achieve a culture of sustained success Develop and support the growth of Coaches and Officials capable of achieving higher levels of accreditation Design, support and deliver programs, services and resources to identify and develop elite Queensland athletes in line with the High Performance Strategy Design and implement a Wellbeing Program in the High Performance system 	<ul style="list-style-type: none"> Queensland Teams in finals (ANL, 19U, 17U) Queensland players in national squads Retention rate from underpinning (17U, 19U) to Sapphire Series Cultural competency training is embedded in coach and officials programs Growth in number of Queensland coaches and officials gaining higher levels of accreditation Participation numbers at formal, informal workshops and development forums Growth in Queensland Coaches and Officials selected at National, SSN and Elite levels Athlete progression and retention through development programs and activities Excel pillar of Diamond Spirit™ is developed and implemented All programs, policies and activities align with the new High Performance Strategy All athletes and employed coaches have Personal Development Plans Specific Athlete Wellbeing Officer role established
4.2 Queensland Firebirds win a Premiership by 2022	<ul style="list-style-type: none"> Everyone in our Club has a clear and shared plan for success and a strong sense of belonging Queensland Firebirds players have the physical conditioning and resilience to consistently perform at high levels across the season Our Club's history and future is fostered through a state-wide community engagement program and within the Nissan Arena 	<ul style="list-style-type: none"> Queensland Firebirds play an exciting brand of netball Queensland Firebirds make Finals every year Lowest injury rate of all SSN teams National squad players meet or exceed national benchmarks for training age and stage Queensland Firebirds and Training Partners match or exceed SSN physical conditioning benchmarks for training age and stage Effective Case Management programs and protocols implemented History and Tradition projects activated Emotional Connection Score Annual Queensland Regional Tours completed
4.3 HART Sapphire Series is Australia's most exciting and sustainable competition underpinning the elite netball league	<ul style="list-style-type: none"> Work collaboratively with HART Sapphire Series License holders to ensure teams are financially sustainable and underpinned by a solid commercial and governance model Work collaboratively with HART Sapphire Series License Holders and NQ departments to design and implement fan engagement strategies which optimise game day and digital audiences 	<ul style="list-style-type: none"> Diversification of revenue streams All HART Sapphire Series Clubs reach surplus by 2022 HART Sapphire Series Clubs have more than 75% of income streams secured for multiple years Club Fan Development plans established Growth in game day attendees Growth in the live-stream audience
4.4 Cultivate a tribal fan base for the Queensland Firebirds	<ul style="list-style-type: none"> Recognise and nurture our superfans through a deeper connection with the Queensland Firebirds Recruit, delight and retain Queensland Firebirds Fans Engage the wider sports market with the Queensland Firebirds and women's sport 	<ul style="list-style-type: none"> Emotional Connection Score Growth in Queensland Firebirds members Net Promoter Score (NPS) Growth in social media engagement Growth in TV and live-stream audience size Growth in Fan score
4.5 Build on the brand and profile of players to grow the game, including into new markets	<ul style="list-style-type: none"> Work collaboratively with media to maximise storytelling and profile of the Queensland Firebirds team and individual athletes Develop and implement a 2020-2022 Commercial Partnership Strategy 	<ul style="list-style-type: none"> Growth in media coverage Emotional connection familiarity score Growth in the profiles of our Queensland Firebirds players Commercial Partnership Strategy implemented



Strategic Pillar

HOME OF THE GAME

INCREASE THE NETBALL VENUE FOOTPRINT ACROSS QUEENSLAND TO ENABLE GROWTH

STRATEGIC OBJECTIVES	KEY ACTIVITIES	KEY MEASURES
5.1 Create an iconic indoor sports entertainment venue for participants and fans	• Work to deliver the leading fan, athlete and partner experience for Home Teams and Event partners	• Venue attendance • Customer satisfaction • Net Promoter Score
	• Secure events and competitions from traditional and emerging markets which build the profile and leverage the versatility of Nissan Arena	• Number of non-sporting events hosted at Nissan Arena • Number of major sporting events hosted at Nissan Arena
5.2 Design and implement a content strategy which engages the community and optimises utilisation of the venue	• Establish and implement a venue marketing strategy	• Nissan Arena Marketing Strategy implemented and evaluated
	• Identify and establish strategic partnerships with all levels of Government and State and National Sports organisations	• Number of sanctioned sporting events hosted at Nissan Arena
	• Develop strong linkages with the education sector to provide a venue for a range of school activities and events	• Number of education sector partners • Court and function room utilisation
	• Nissan Arena environment embraces and reflects Aboriginal and Torres Strait Island culture	• Constant visible presence throughout Nissan Arena • Aboriginal and Torres Strait Islander people recognised within our events
5.3 Grow the netball economy by playing an active role in the revitalisation of the QSAC precinct	• Optimise the commercial sustainability and outcomes of the venue through driving effective partnerships	• Venue utilisation • Number of non-sporting events • Revenue from catering service • Revenue from functions and venue hire
	• Work closely with Stadiums Queensland and the State Government on a revitalisation project for the QSAC precinct	• Advocacy for Nissan Arena in the design of plans • Investment from Government
5.4 Drive the implementation of a state-wide infrastructure strategy	• Expand the delivery network in partnership with Members and Local Government to increase capacity and utilisation	• Growth in court capacity across Queensland • Number of new courts in high-need areas
	• Advocate for infrastructure projects which provide opportunities for Netball at all levels to be played in more communities across Queensland	• Number of infrastructure projects with funding secured





*MY NETBALL TEAM AREN'T JUST MY FRIENDS NOR CLOSE FRIENDS ,
THEY'RE MY FAMILY. WE CAN TALK TO EACH OTHER ABOUT ANYTHING
BECAUSE WE ARE ALL SO SUPPORTIVE OF EACH OTHER. MY DAD , MY
FAMILY , MY FRIENDS , MY COACH AND MY TEAM.*

*I BELIEVE THAT SUPPORT IS THE KEY TO SUCCESS TO BE A GOOD
NETBALLER OR JUST BEING THE BEST YOU CAN BE.*

Hannah,

12 YEARS OLD - FUTURE FIREBIRD OR NETBALL CEO



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