



Grafton Netball Association

**STRATEGIC PLAN
FRAMEWORK
2021-2024**

Table of Contents

- i) Forward
- ii) Key Stakeholders

- 1) **Snapshot of the Association**
 - 1.1 Organisational Chart
 - 1.2 Population and Demographics
 - 1.3 Membership Profile
 - 1.4 Financial Profile
 - 1.5 Issues Facing the Association
 - 1.6 SCORE Analysis

- 2) Our Vision

- 3) Our Mission

- 4) Our Values

- 5) Action Plan

i. Forward

Formulation

The Grafton Netball Association Strategic Plan was formulated in 2016 by President Cathy Walls, Vice President Brooke Burton and Coaching Co-ordinator Kim Blinman. The process included a planning workshop, involving all key stakeholders. This broad involvement was intended to ensure that the objectives and strategies contained within the Plan were fully representative of the entire membership of the Association.

The workshop was held at the Grafton Netball Association Club House on Monday 15th August 2016. The information contained within this Plan was gathered from this workshop and from further consultation undertaken within this association.

The Plan was updated in December 2020 by the President Brooke Burton and Secretary Kylie Rainbow.

Structure

This Plan is in seven main sections, each of which answers an important planning question:

1. *Snapshot of the Association*

Where are we now?

2. *Purpose statement*

Why do we exist? What do we do?

3. *Guiding principles*

What is important to us?

4. *Action plan*

Goals – What do we want to achieve?

Strategies / Actions – What are we going to do?

Key Performance Indicators – How do we measure our success in achieving our goals?

Responsibilities – Who is the association person responsible for achieving the goal?

Timeline – When is the task due?

Resources – How much money and what will be required to achieve the goal?

Implementation and Monitoring

This Plan will be tabled at each meeting of the Executive Committee in order to ensure that it is implemented throughout the year and that specified timeframes are being met. Grafton

Netball Association will also hold an annual planning meeting in line with its AGM to ensure that this plan is updated each year.

ii. Key Stakeholders

Grafton Netball Association will consider the following groups and individuals within this planning process.

- Grafton Netball Association Members
- Netball Clubs affiliated with Grafton Netball Association
- Netball NSW
- Sponsors of Grafton Netball Association
- Primary and Secondary Schools in the Clarence Valley
- Clarence Valley Council

1. SNAPSHOT OF THE ASSOCIATION

1.1 Organisational Chart 2021

President	Brooke Burton
Vice President	Kim Blinman
Secretary	Kylie Rainbow
Treasurer	Rachael Sheather
Registrar	Cyndi Allen
Minute Secretary	Melanie Kamoto
Rep Liaison	Michelle Oxenbridge
Media Officer	Amy Jones
Coaching Co-ordinator	Therese Revell
Umpire Co-ordinator	Rhee Searle
Net Set Go Co-ordinator	Kristie Colling
Canteen Supervisor	Deb Morris
MPIO	Cathy Walls
Indigenous Liaison Officer	Deb Morris

1.2 Population and Demographics

Taken from the 2016 Census, the following figures provide an indication of the population and demographics of the Clarence Valley.

- ❖ The median age was 49 years
- ❖ Children aged 0-14 years made up 16.4% of the population
- ❖ People aged 65 years and over made up 25.7% of the population
- ❖ 83.8% of people were born Australia
- ❖ 74.4% of people had both parents born in Australia
- ❖ 8.9% of people had both parents born overseas
- ❖ 6.4% of people were Aboriginal and/or Torres Strait Islander
- ❖ 32% of families were couple families with children
- ❖ 48.4% of families were couple families without children
- ❖ 18.1% of families were one parent families
- ❖ 13% of couple families had both partners employed full-time
- ❖ 5.2% of couple families had both partners employed part-time
- ❖ 17% of couple families had one partner employed full-time and the other part-time
- ❖ 35.8% of couple families had both partners not employed.

1.3 Membership Profile

Association membership is made up of the following categories:

- i. **Senior** – Players who have / will have reached 18 years of age by December 31st in the year of play.
- ii. **Junior** – Players who have / will have reached 11 to 17 years of age by December 31st in the year of play.
- iii. **Net Set Go** – Players who have reached / will reach up to 10 years of age by December 31st in the year of play.
- iv. **Non-players** – Defined as any person acting in a capacity of team coach, team manager, assistant coach, umpire, administrator, official, or other person who is not registered as a playing member.
- v. **Players with a Disability (PWD)** – Defined as any person who holds a valid concession card for a disability pension, or in the case of children under 18 years of age, whose parent / guardian hold a concession card on their behalf.

The following table provides membership information in each of the membership categories:

Table 1. Membership Profile	
Membership Category	Membership Numbers (as at 8/10/2020)*
1) Senior	124
2) Junior	150
3) Net Set Go	67
4) Non-Player	12
5) Players with a Disability	5

* Membership numbers were slightly lower than usual in 2020 due to COVID-19, resulting in some people deciding not to play.

1.4 Financial Profile

Grafton Netball Association stands in a sound financial position with over \$50,000 in bank accounts. Working towards spending approximately \$100,000 on courts in 2021, in conjunction with grant funding.

1.5 Issues Facing the Association

The Grafton Netball Association is face with a number of issues that are likely to have a direct impact on the implementation of the plan. These issues have been addressed in this Strategic Plan Framework.

Issues:

- Unsuccessful in gaining grant funding for court upgrade.

The following outcomes reflect what Grafton Netball Association wants to achieve over the next four (4) years.

Outcomes:

- Upgrade the courts
- Add an additional court.

1.6 SCORE Analysis

Below is an analysis of our *Strengths, Constraints, Opportunities, Risks, and Expectations.*

Strengths	Constraints
<ul style="list-style-type: none"> <input type="checkbox"/> Strong Executive Committee <input type="checkbox"/> Diverse, social, intelligent women on Exec. <input type="checkbox"/> Brooke (Pres) is available most of the time to do adhoc jobs and gets things done! <input type="checkbox"/> Approachable <input type="checkbox"/> Great canteen <input type="checkbox"/> Flexibility <input type="checkbox"/> Control runs well <input type="checkbox"/> Facilities (clubhouse) <input type="checkbox"/> Online registration system <input type="checkbox"/> Administration / financial procedures <input type="checkbox"/> Rep program (logistics and coaching) <input type="checkbox"/> Net Set Go <input type="checkbox"/> Male Influence 	<ul style="list-style-type: none"> <input type="checkbox"/> Courts need improvement <input type="checkbox"/> No grant writer <input type="checkbox"/> Communication plan – getting info to the members. The flow on from Assoc. to Club to Members. <input type="checkbox"/> Volunteer numbers / diversity <input type="checkbox"/> Support for volunteers <input type="checkbox"/> The perceived view on volunteering
Opportunities	Risks

<ul style="list-style-type: none"> <input type="checkbox"/> Grants for court resurfacing <input type="checkbox"/> Clubs give incentives for Sign on Day (family discount) <input type="checkbox"/> Take advantage of resources offered (by Netball NSW and others) <input type="checkbox"/> NetEd – ask for different presenters <input type="checkbox"/> NCAS – use coaching / training days as coaching mentoring days <input type="checkbox"/> Promote School Ambassador Program to teachers already involved as parents . coaches <input type="checkbox"/> Male umpires <input type="checkbox"/> Mixed teams (summer comp) <input type="checkbox"/> More school-based teams / school clinics <input type="checkbox"/> My Netball All Abilities <input type="checkbox"/> Fundraising plan for Association <input type="checkbox"/> Encourage coaches and umpires <input type="checkbox"/> Junior umpire workshop <input type="checkbox"/> **NO TRAVEL** 	<ul style="list-style-type: none"> <input type="checkbox"/> Other sports (mainly hockey, League Tag, AFL, soccer – family orientated, all can attend/play) <input type="checkbox"/> Rising costs <input type="checkbox"/> Small population / community <input type="checkbox"/> Fluctuating numbers, transient community, people leave town after high school <input type="checkbox"/> Work (teenagers) <input type="checkbox"/> Study <input type="checkbox"/> Time poor (volunteer / play) <input type="checkbox"/> Lack of interest (volunteer / play) <input type="checkbox"/> Lack of knowledge / confidence / support to volunteer <input type="checkbox"/> Losing umpires due to spectator and player behaviour
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2. Our Vision

To be recognised as a vibrant and respected netball association encouraging participation for all those playing netball throughout every age group.

3. Our Mission

To contribute to the sporting education and personal development of young people based on sportsmanship and team values, developing skills, match play, mutual respect and healthy participation in netball.

4. Our Values

Grafton Netball Association believes in the following guiding values.

- ② RESPECT
Treat all others with respect and dignity, regardless of their ability, gender, sexuality or cultural background.
- ② CO-OPERATION
Work together for a common goal, be flexible and adaptable, supporting all others.
- ② RESPONSIBILITY & ACCOUNTABILITY
Take responsibility for one's actions, be a positive role model at all times. Be responsible and take ownership for outcomes and financial management. Find solutions and resolve problems.
- ② FAIRNESS
Operate within the spirit of the rules, making informed and honourable decisions at all times.
- ② EXCELLENCE
Aim for continuous improvement. Be enthusiastic and motivated to achieve excellence in everything you do.

4. ACTION PLAN

Goal	Strategies / Actions	Key Performance Indicators	Responsibility	Time Frame	Resources	Date Achieved
Increase overall membership by 5%.	<ul style="list-style-type: none"> ▪ Intensive coaching clinic in off season. ✓ ▪ Come and Try program. ✓ ▪ Casual Development Officer from Association working in schools. ✓ 	Membership numbers.	All clubs and Executive members.	September 2021.	Use of social media and internet.	2022 season
Develop coaches – every club coach to hold a Foundation Coaching Accreditation.	<ul style="list-style-type: none"> ▪ Promote Coaching sessions at NetEd in 2021. ✓ ▪ Provide details of Foundation course to coaches. ✓ 	Foundation Coaching Accreditation numbers.	Coaching Co-ordinator, other Executive Committee members and clubs.	September 2022.	Association offers to pay for a percentage of the course as a rebate after completion as an incentive.	
Develop umpires - increase no. of C badged umpires by 5 and achieve 2 B badged umpires.	<ul style="list-style-type: none"> ▪ Promote NCAS umpire program. ✓ ▪ Continue to improve Mentor program. ✓ ▪ Develop Umpiring Committee along with umpire levels. ✓ 	Numbers of badged umpires.	Umpire Co-ordinator, other Executive Committee members and clubs.	September 2022.	Use Rep carnivals and Regional League to give umpires practice and mentoring.	Achieved extra C badged umpires during 2023 season.
Court upgrade – fix cracks and totally resurface all courts.	<ul style="list-style-type: none"> ▪ Grant applications. ✓ ▪ New sponsorship packages. ✓ ▪ Loan from bank. – N/A 	Money available through grants, sponsorship, loan or funds already held.	Executive Committee	September 2022	\$100,000 for upgrade.	April 2023. Full redevelopment – courts and lighting via State

	<ul style="list-style-type: none">▪ Use money already in account. ✓					Government Grant.
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