



WARRAGUL & DISTRICT  
NETBALL ASSOCIATION

# STRATEGIC PLAN

2021–2026

Prepared By





## Foreword

The Warragul and District Netball Association (WDNA) has celebrated a strong and vibrant history since inception in 1967. Today, Association engagement has remained strong and there is consistent interest in netball in the Baw Baw local government area.

With significant population growth projected, it has become more imperative for our Association to provide strategic direction to the planning and development of netball facilities in our community.

This strategy articulates many hours of review, consultation and collaboration with stakeholders across our community and outlines a shared vision of 'bringing the community together through netball in a family friendly, inclusive, safe and fun environment'. As an Association we strive to be a well-managed community netball Association.

It is important to concede that the development of the Strategic Plan was undertaken during 2021 which was impacted upon by the COVID 19 pandemic and consequent restrictions.

WDNA acknowledges the support of Netball Victoria in the development of this strategy through its *Supporting the Community Back to Netball Small Grant Program*. Our Association would like to particularly recognise GippSport Community Solutions for coordinating the strategic planning process and members who have supported this project.

We also acknowledge the staff at Baw Baw Shire Council, Netball Victoria and other important stakeholders for providing background information and support for this planning project.

WDNA look forward to continuing our partnerships with these stakeholders so we can delivery upon this strategy for our valued and growing netball community with the future of our sport in mind.



Karen Romano, President



## Introduction

Warragul and District Netball Association (WDNA) is a community-based not-for-profit association that caters predominantly for the residents of Warragul and its surrounding townships and communities.

The WDNA seeks to provide grassroots netball in an environment in which participation, personal development and having fun are its main goals, by welcoming individuals of all abilities, genders, age, race and religion.

The Association currently operates at the Burke Street Recreation Precinct, located at 71 Burke Street in Warragul. The precinct features 10 netball courts and two buildings – one with canteen and office space, the other with toilets and storage facilities. Some courts have shelters, but these are not adequate to accommodate both teams playing on each court. It is hoped the facility can be improved to a level that is suitable to host Netball Victoria regional events, including tournaments and Association Championships.

WDNA is run by a dedicated committee, as well as umpires and volunteers. The first meeting to form a committee was in December 1967 with competitions commencing in 1968. The association celebrated its 50th anniversary in 2018. The 2021 committee was made up of 16 people.

While not reflected by registration data – primarily due to the cancellation of the COVID-impacted 2020 winter season – WDNA participation numbers have steadily increased in the last five years. Association engagement has remained strong and there is consistent interest in netball in the Baw Baw local government area, which has been, and is projected to continue, undergoing significant population growth.

In 2020, 95 teams registered for the Twilight competition, while 51 teams registered for the 2021 Winter competition. In 2021, WDNA competitions shifted to Monday nights, replacing the traditional Saturday netball. The venue is utilised to capacity:

- Every Monday afternoon for competition for all age groups from 3.30pm to 9.30pm
- Every afternoon for training by association clubs, representative teams and local football netball league clubs whose courts are being refurbished (Tuesday to Friday)
- Periodically by local school groups for inter-school tournaments (Girls Sport Victoria, Associated Public Schools of Victoria, School Sport Victoria, etc.)
- Sundays for coach/umpire clinics and general public use



In 2021, the Western Park Netball Court and Pavilion Redevelopment led to the two user groups of that facility – Warragul and Warragul Industrials football netball clubs – temporarily relocating to the Burke St precinct for training sessions and matches. Project delays led to a continuation of this arrangement into season 2022.

Along with association competitions, WDNA offers an excellent pathway for players, coaches and umpires by entering representative teams and participating in various tournaments throughout the Netball Victoria Eastern Region. The WDNA's Umpiring Program is a particular strength and has led to greater development of local umpires, including more training umpires obtaining their National C badge qualification.

The strategy was informed by a member survey, committee workshops and sector consultation, including Netball Victoria personnel and relevant resources, including the 2019-2022 Netball Victoria Strategic Plan, Netball Victoria Statewide Facilities Strategy and the Netball Victoria Facilities Manual.

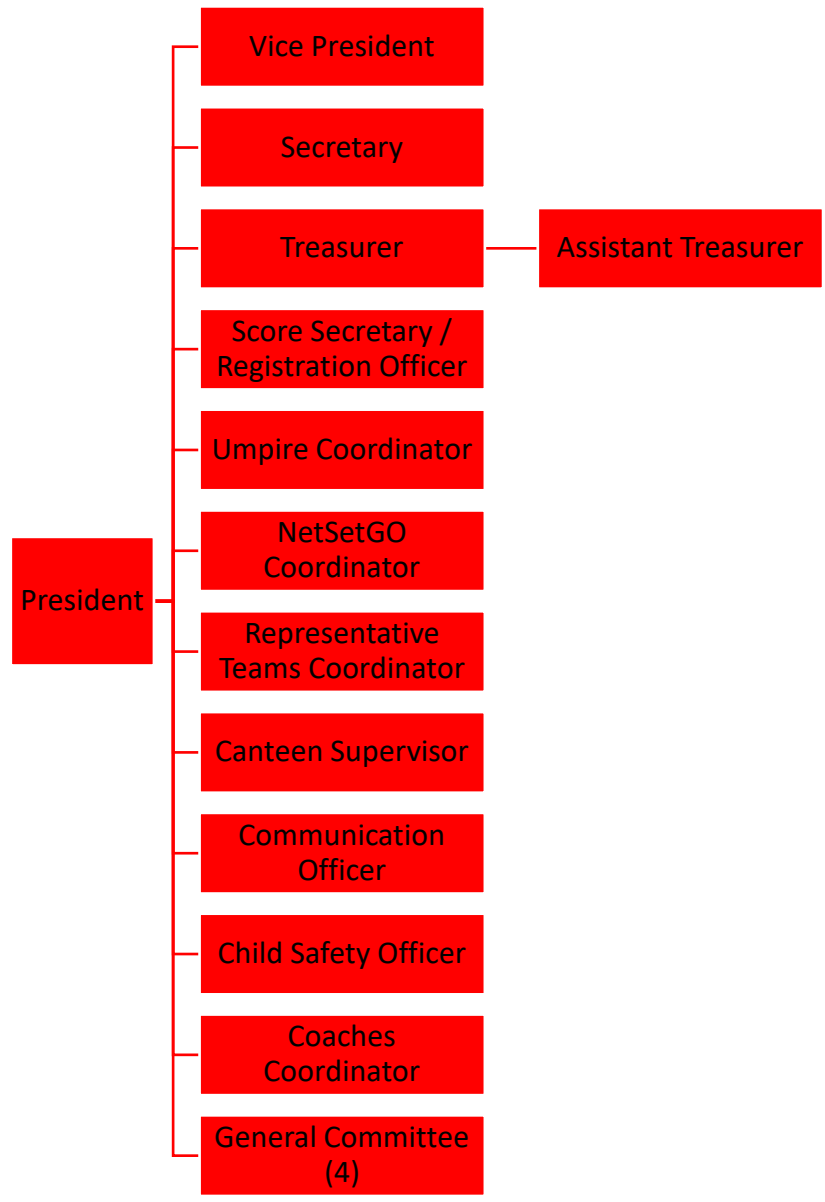




# Organisational Structure

WDNA is an Incorporated Association affiliated with Netball Victoria as its peak body. The Association's constitution was updated in 2018 and all committee roles are full.

The organisation contracts an Umpires Coordinator and additionally umpires are paid.





## Association Participation Numbers

WDNA offers two seasons of netball competition – Winter and Twilight (summer). While participation numbers have steadily increased in recent years, 2020 registration numbers do not reflect this due to the impact of the COVID pandemic.

MYNETBALL REGISTRATIONS (INDIVIDUALS)										
Year	Net Set Go	11U	13U	15U	17U	Open	Senior (18+)	Junior	Males	Total registrations
2017										588
2018	156	111	122	102	93	392	392	546	72	939
2019	179	146	163	158	152	430	470	699	79	1171
2020*	160	121	145	141	93	367	367	617	107	985
2021	248	170	229	239	94	418	418	925	106	1343

\*Winter season cancelled due to COVID-19 restrictions

TEAM REGISTRATIONS										
Season	Net Set Go	11U	13U	15U	17U	Open	Open Mixed	Total		
Twilight 2018-19	5	9	12	8	6	18	13	71		
Twilight 2019-20	6	12	15	18	6	28	10	95		
Twilight 2020-21	7	12	14	18	11	20	13	95		
Twilight 2021-22	9	10	15	18	6	21	11	90		
Winter 2018	7	8	8	6	5	6	0	40		
Winter 2019	4	11	6	6	4	10	0	41		
Winter 2020	Cancelled due to COVID-19 restrictions								0	
Winter 2021	7	7	10	11	4	6	6	51		



# SWOT Analysis

A strengths, weaknesses, opportunities and threats (SWOT) analysis was completed via a workshop following a review of survey results and stakeholder feedback.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>➤ Experienced, strong and engaged committee</li> <li>➤ Proactive and visionary leadership</li> <li>➤ Positive culture/environment</li> <li>➤ Participation numbers and demand</li> <li>➤ Relationship with local council</li> <li>➤ Sound governance and compliance</li> <li>➤ Consistency (time and place)</li> <li>➤ Location of facilities (central and close to schools)</li> <li>➤ Coach/umpire development</li> <li>➤ Pathway for players (squad)</li> <li>➤ Collaboration with other associations</li> <li>➤ Umpire coordination (paid role) and pathways</li> <li>➤ Inclusivity (uniforms, cater for all ages, abilities, backgrounds and genders)</li> <li>➤ Communications (internal and external)</li> <li>➤ Reputation and recognition (award nominations)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Facility limitations (toilets, player shelters, male and female changerooms, spectator viewing platforms)</li> <li>➤ Non-compliant courts</li> <li>➤ Car parking (capacity, lighting, traffic management)</li> <li>➤ Not as many regular clubs associated</li> <li>➤ Courts reaching capacity on current competition days</li> <li>➤ Shortage of volunteers - club, association</li> <li>➤ Low volunteer turnover</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>➤ Increase the number of member clubs/limit number of standalone teams</li> <li>➤ Club structure/rebuilding</li> <li>➤ Work closer with other associations</li> <li>➤ Further develop relationships with local clubs</li> <li>➤ Input into development of, or establishment of new, facilities</li> <li>➤ Long term plan on umpire and coach development</li> <li>➤ Coaching clinics</li> <li>➤ Grow committee</li> <li>➤ Succession planning</li> <li>➤ Continued development of child safe policy, financial planning</li> </ul>	<ul style="list-style-type: none"> <li>➤ Volunteer burnout (club and/or association)</li> <li>➤ Inability to cater for or manage continued increase in participation demand</li> <li>➤ An unbalanced relationship with local football netball clubs</li> <li>➤ Stagnation in facility development</li> <li>➤ Competition from other sports or netball providers</li> <li>➤ Limited volunteer/committee turnover</li> <li>➤ Expiration of licence agreement with council</li> <li>➤ Loss of key personnel (committee members, volunteers)</li> <li>➤ Child safe incident</li> </ul>



# Strategic Plan

## Vision:

To bring the community together through netball in a family friendly, inclusive, safe and fun environment.

## Objectives:

WDNA will strive to be a well-managed community netball association by:

1. Attracting and retaining members and volunteers to our association by providing an inclusive and welcoming experience to all
2. Valuing the partnerships and community links we have made and building on them to ensure we can advocate for our association, for netball and to develop facilities
3. Providing high quality competitions, programs and skill development opportunities for players, coaches, umpires and volunteers
4. Sustainable financial performance underpinned by stable governance and documentation, while operating the association in a transparent, compliant manner
5. Building a strong volunteer base in which roles are clear and documented, and everyone feels valued
6. Developing a strategy to cater for and manage growth in a sustainable way, with a focus on facilities

## Association Values:

- A safe, fun, family friendly and inclusive environment
- A proactive and positive approach to netball administration and growth
- Committed and courageous leadership
- Fostering a love of the game and participation and development opportunities for all
- Building relationships and working together for the good of the game
- A culture of respect on and off the court





# Implementation Plan

Following is a series of actions that have been developed in line with the association's objectives and values, to be implemented over the coming five years.

Actions have been given a priority ranking scale using Very High, High, Medium or Low. In some instances, ongoing has been allocated as these tasks are required on a regular basis.

A separate monitoring document has been developed to read in conjunction with this plan that allocates responsibility for tasks and progress made.

## Objective 1: Attract and retain members and volunteers to WDNA by providing an inclusive and welcoming experience to all

1.1	Provide a simple registration process and payment system with welcoming information to all members. This could include a welcoming information night for new members/ parents.	Very High
1.2	Develop venue signage to help communicate with members and build identity and educate. This may need to be in the form of A Frame or portable options.	High
1.3	Ensure the Association's promotional materials and information is easy to read and reflects a broad demographic of users. Use multiple communication platforms.	Very High
1.4	Regularly survey members to obtain feedback on what can be done better. Track member retention and reasons for why teams/ players are leaving.	Medium
1.5	Create a positive and fun netball environment - lighting, music, well presented, friendly volunteers.	Ongoing
1.6	Use policies and codes of conduct to address issues that don't support a positive environment.	Very High
1.7	Maintain the great social media and promotional work of the Association to recruit more followers, players, members and volunteers	Ongoing



**Objective 2: Value the partnerships and community links we have made and build on them to ensure we can advocate for our association, for netball and to develop facilities**

2.1	Provide input into all Council facility master planning/ community consultation projects with justification to help advocate for the development of future facilities with support from Netball Victoria.	Very High
2.2	Monitor industry, Netball Victoria and Council policies, programs, procedures, strategies and plans that provide opportunities for the Association and implement where possible to strengthen club operations.	High
2.3	Ensure Council facility hire agreement's conditions are met and provide feedback about what is needed by the Association to improve use and any documentation. Advocate for a new and longer-term agreement where possible.	Very High
2.4	Partner with other Associations, Clubs, Netball Victoria, GippSport, or other program providers or clubs to deliver a broad range of netball offerings to suit the local need i.e. Walking Netball, CALD, LGBTI+.	Medium
2.5	Important facility priorities include separate changeroom and inclusive toilets, baby change facilities, better lighting, first aid, improved parking, male and female toilets and to achieve compliance with Netball Victoria Design Guidelines.	Very High
2.6	Increase number of courts to 14 with adjustable rings to allow for anticipated growth.	Medium
2.7	Explore the feasibility of roof cover over some of the outdoor courts with spectator grandstand seating.	Medium
2.8	Support important community/ health promotion campaigns and initiatives including Healthy Eating, Youth leadership, Inclusion, Change Our Game, etc. to positively enhance the local community.	Medium
2.9	Work with local schools to support their netball programs, coaching and tournaments.	Medium



## Objective 3: Provide high quality competitions, programs and skill development opportunities for players, umpires and volunteers

3.1	Provide a well-run and structured competition format each season. This encompasses many things already being done in terms of good competition management practices - grading, communication, timing of games and support provided on competition nights.	Very High
3.2	Competition needs to cater for all abilities/education around all abilities/inclusive group needs. Review policies as needed to ensure flexibility.	High
3.3	Provide a quality NetSetGO and junior program that fosters skill development. Ensure teams have training opportunities.	Very High
3.4	Offer/apply to host groups, programs, championships at Warragul as opportunities arise.	Medium
3.5	Communicate netball pathway opportunities available and develop a sub-committee to focus on representative teams, Netball Victoria Talent ID programs and other squad opportunities.	High
3.6	Prioritise the inclusion of boys/men into the existing structure or identify new programs that increases male participation as players, umpires, coaches and other volunteers.	High
3.7	Further implement the KNEE <sup>1</sup> program via Netball Australia resources.	High
3.8	Expand opportunities for development teams to more age groups and games/tournaments.	Medium
3.9	Expand opportunities for umpires/coaches to develop and be recognised for their skills and knowledge. Continue to the netball communication Facebook page.	High
3.10	Maintain and develop Umpire Coordinator and Coach Coordinator roles.	Very High
3.11	Provide and support training/workshops for coaches, umpires, committee, staff or other volunteers to increase capacity.	Ongoing

<sup>1</sup> The KNEE Program is an on court warm up program designed to enhance movement efficiency and prevent injury.



## Objective 4: Sustainable financial performance underpinned by stable governance and documentation, while operating the association in a transparent, compliant manner

4.1	Review the organisational structure prior to every annual general meeting to ensure the workload is shared, sub-committees are working well and that key roles are being supported.	High
4.2	Review the Association's Constitution and by-laws against the Netball Victoria Association template and update and endorse as required.	Medium
4.3	Provide clear agendas, written reports and succinct updates at committee meetings. Utilise agreed communication platforms in between meetings to maintain regular communication in between all committee members.	Ongoing
4.4	Utilise Netball Victoria current policies and procedures templates including Code of Conduct, Child Safety, Member protection etc. to ensure everyone is safe and any issues are dealt with promptly and with clearly documented processes. Review and adopt at Committee meetings with required training provided. Make policies available to members.	High
4.5	Comply with all Netball Victoria affiliation requirements and implement the findings of the Affiliate PIVOT program <sup>2</sup> .	High
4.6	Create sustainable revenue streams across all aspects of the Association while maintaining affordable fees. Develop business case proposals for major expenditure for committee approval.	High
4.7	Create a Finance and Risk committee to support the treasurer with financial budgeting, reporting and management, development of a risk management plan and reporting back to the committee each meeting.	High
4.8	Develop a long-term financial plan identifying a strategy for funding towards new facility or investment level into current facilities.	Medium

<sup>2</sup> The Affiliate Pivot Program is Netball Victoria's Health Check Tool and was completed with Warragul and District Netball Association in 2021.



## Objective 5: Build a strong volunteer base in which roles are clear and documented, and everyone feels valued

5.1	Develop an on-boarding process for new committee, sub-committee or volunteer roles across the whole organisation. This might include a volunteer welcoming night.	Very High
5.2	Build on the 'buddy system' (mentoring) of developing new volunteers	High
5.3	Spread the workload across more volunteers or look to pay staff to implement key initiatives if needed/feasible. Without additional support, it may be appropriate to say no. Quality over quantity.	High
5.4	Develop a Volunteer Engagement and Retention Strategy including formal recognition of contribution by staff and volunteers at AGM, in newsletters/social media, nominations for service awards.	Very High
5.5	Ensure all ideas/feedback is heard and responded to. Appoint a complaints manager and ensure Play by the Rules training is completed.	Ongoing
5.6	Address issues with role clarity and deal with conflict if it arises between volunteers. Provide written role descriptions where possible.	High
5.7	Train existing members looking to step into Executive Roles for good succession planning over time.	Very High
5.8	Personal approach (tap on shoulder) to recruit new people to volunteer as well as more formal volunteer rosters for all participants in some capacity.	Ongoing
5.9	Conduct a forum to capture the interest of young people – listen to their ideas and provide opportunities in volunteer roles.	Very High
5.10	Maintain well-documented/managed contracts in place with any staff/contractors that outlines clear roles and responsibilities and award conditions that meet fair work/tax requirements.	High



## Objective 6: Develop a strategy to cater for and manage growth in a sustainable way, with a focus on facilities

6.1	Review competition structures each season to ensure they are suitable to the needs and wants of members. Look at ways to increase options if there is demand for seniors and juniors on different nights. Aim to cater for growth in the longer term in line with population forecasts.	Very High
6.2	Consider how teams are created and if there are double ups of players in each age group, perhaps limit this to create opportunities for new and different people to play.	High
6.3	Explore ways to increase the number of clubs to spread load, beyond the existing clubs. Consider increasing expectations on clubs not currently contributing beyond on-court participation.	Very High
6.4	Review the appropriate levels that trigger capping and the criteria that could be used to ensure diversity of opportunities.	High
6.5	Explore opportunities to send overflow teams to indoor netball in Warragul as the stadium increases in size. There may also be other netball facilities that could be used as overflow venues until current WDNA facilities are developed or new facilities established.	Medium
6.6	Increase utilisation of the courts during the day for new programs, including masters and school programs.	Medium
6.7	Document all usage of the netball facilities by WDNA and other providers and update Council each year to support and progress discussions regarding a new facility or development of current facility.	Medium
6.8	Explore ways to host future netball tournaments, Association Championships or other events to generate income and activity with suitable partners.	High
6.9	Appoint a Grants Officer that could explore/seek funding to support further growth.	High



## Disclaimer of liability

The information contained in this report is intended for the specific use of the key stakeholders that have provided input into this planning project. All recommendations by GippSport are based on information provided by or on behalf of the committee, Netball Victoria and Council and it has relied upon such information being correct at the time this report has been prepared.

Readers should note this report might include implicit projections about the future, which by their nature, are uncertain and cannot be relied upon. They are dependent on potential events or technical assessments, which have not yet occurred.

## References

The following references have been used in the development of this report:

- Government websites – Planning scheme data and maps, grant information
- Baw Baw Shire Council website and relevant planning documents
- Australian Bureau of Statistics – Population data
- Netball Victoria resources
- Other Recreation studies and strategies as identified in the document



Prepared By

